

URBAN/MUNICIPAL
CAY ON HBL W26
A36
1996

AGENDA OF THE
PERSONNEL AND
ORGANIZATION
COMMITTEE

JAN. 1, 1996

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1996 01 11

URBAN MUNICIPAL

Confirmation of the minutes of the regular meeting of 1995 12 14.

JAN 15 1996

GENERAL

GOVERNMENT DOCUMENTS

BUSINESS ARISING OUT OF THE MINUTES:

1. O.M.E.R.S. (Ontario Municipal Employees Retirement System)
Downsizing Plan 7 Pages 1 to 2
2. Education Centre Restructuring and Downsizing Results
(3 Administrative Departments) Pages 3 to 4

NEW BUSINESS:

1. Report on the Expense Reduction Analysts' Proposal re
Attendance Management Pages 5 to 13
2. Recommendations of the Superintendent of Human Resources Pages 14 to 15
3. Staffing Report – Full Time Equivalent Positions Page 16
4. Report on Supply Teacher Usage Pages 17 to 18
5. Temporary Assistance Report
 - Substitute Cleaner/Casual Assistance Usage Page 19
 - Temporary Assistance Expenditures Page 20
6. Update on Re-organization of Educational Assistants
7. March Meeting Date Page 21

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 22 to 23

1996 01 11.

TO: The Chairman and Members
Personnel and Organization Committee

FROM: Rick Binns, Superintendent of Human Resources

RE: O.M.E.R.S. (Ontario Municipal Employees Retirement System)
Downsizing Plan 7

REPORT**CLASSIFICATION:** Information**BACKGROUND:**

In order to assist members and employers to achieve Social Contract targets, the OMERS Pension Board allocated in excess of \$270 million of a projected plan surplus to pay for downsizing early retirement window supplementary benefits during the period of the Social Contract.

At the 1993 12 16 Board meeting, the Board approved a motion to enter into the OMERS Downsizing Plan 7 to provide early retirement benefits for employees at no cost to the Board. The Board's plan provided for early retirement opportunities for employees retiring during the period 1994 01 01 up to and including 1995 12 31.

The number of employees who have taken advantage of the early retirement benefits from the Hamilton Board during the period 1994 01 01 up to and including 1995 12 31 are:

EMPLOYEE GROUP	# OF EMPLOYEES	
	1994	1995
O.S.S.T.F., Office, Clerical & Technical Bargaining Unit	4	8
O.P.E.I.U., Local 527, Office, Clerical & Technical Unit	1	2
Professional Administrative Support Services	6	5
Canadian Union of Public Employees, Local 1344	13	25
O.P.E.I.U., Local 527, Educational Assistants	2	4
	—	—
TOTALS	26	44
	—	—

The Board's Supplementary Downsizing Plan 7 has discontinued effective December 31, 1995.

ISSUE:

To share information with the Trustees with reference to the OMERS Plan 7.

RECOMMENDATION:

1. That this report be received for information.

RATIONALE:

This report is to inform the Board as to the number of employees who have taken advantage of the early retirement options available through the OMERS Downsizing Plan 7.

1996 01 11

TO: The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

FROM: R.W. Binns,
Superintendent of Human Resources

RE: Education Centre Restructuring & Downsizing Results
(3 Administrative Departments)

BACKGROUND:

At October Special Board Meetings, the downsizing of 3 Administrative Departments was approved.

ISSUE:

To present the results and outcomes of restructuring and downsizing in PASS employee group.

RECOMMENDATIONS:

To receive the enclosed report for information (Appendix 1)

RATIONALE:

To provide the outcomes of restructuring as requested by the trustees.

Prepared by: Marian Avery,
Human Resources Officer.

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the period 1900 to 1909:

1. The total area of land in the State of California which was surveyed and patented to the United States during the period 1900 to 1909 was 1,000,000 acres.

2. The total area of land in the State of California which was surveyed and patented to the United States during the period 1900 to 1909 was 1,000,000 acres.

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the period 1910 to 1919:

1. The total area of land in the State of California which was surveyed and patented to the United States during the period 1910 to 1919 was 1,000,000 acres.

2. The total area of land in the State of California which was surveyed and patented to the United States during the period 1910 to 1919 was 1,000,000 acres.

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the period 1920 to 1929:

1. The total area of land in the State of California which was surveyed and patented to the United States during the period 1920 to 1929 was 1,000,000 acres.

2. The total area of land in the State of California which was surveyed and patented to the United States during the period 1920 to 1929 was 1,000,000 acres.

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the period 1930 to 1939:

1. The total area of land in the State of California which was surveyed and patented to the United States during the period 1930 to 1939 was 1,000,000 acres.

2. The total area of land in the State of California which was surveyed and patented to the United States during the period 1930 to 1939 was 1,000,000 acres.

The following information was obtained from the records of the Department of the Interior, Bureau of Land Management, for the period 1940 to 1949:

1. The total area of land in the State of California which was surveyed and patented to the United States during the period 1940 to 1949 was 1,000,000 acres.

2. The total area of land in the State of California which was surveyed and patented to the United States during the period 1940 to 1949 was 1,000,000 acres.

APPENDIX 1

RESULTS OF DISPLACEMENT PROCESS OF THE PROFESSIONAL ADMINISTRATIVE SUPPORT SERVICES

NOVEMBER, 1995

Seniority Date	Grade	Employee/Position	Reason	Election
70/08/31	14	Catherine Fitzpatrick Programming Supervisor 1.0 FTE	Position deleted	Severance
75/08/25	13	Irene Sushko Emp. Equity Co-Ordinator	Position reduced to to .5 FTE	Administrative Assistant (Hill Park)
82/01/04	10	Sharon Fisher Admin. Assistant, 1.0 FTE	Bumped	Severance
82/07/12	10	Moirá Donaldson Admin. Assistant, 1.0 FTE	Bumped in previous downsizing	Severance
90/08/27	8	Gayle deJager Sec. to Controller, .5 FTE	Position to be deleted 96/06/30	Severance

1996 01 11

To: The Chairman & Members
Personnel & Organization Committee
Board of Education
Hamilton, Ontario

From: Richard W. Binns,
Superintendent of Human Resources Services

Re: Report on the Expense Reduction Analysts' Proposal re Attendance
Management

Report: For Decision

BACKGROUND

The Expense Reduction Analysts (referred to in this report as "ERA") is a company headed by Drew Hickerson, President. Their proposal offers to help us reduce our salary and wage expenses through a specialized Attendance Management program (see The ERA Process on page 3). This program is co-ordinated by Drew Hickerson, who has 20 years of progressive experience with a large service management company serving schools, colleges, and hospitals. He is assisted by Mrs. Joyce Shanlin, R.N., who has 23 years experience as an employee health services professional in a community hospital. She is experienced in absenteeism monitoring and work re-entry. Drew believes the ERA program aligns itself with the Board's new Attendance Management Procedures.

The fee for service is 20% of the net monthly savings based on a minimum of 100 employees. The comparator is the employees' previous year's absences during the same month, and includes short and long term absences (see Sample Costing on page 8).

This package includes for your information:

- (a) The ERA Process (Page 3)
- (b) Suggested Criteria for Determining Placement in the Program (Page 4)
- (c) Scenarios regarding the ERA Process (Pages 5 & 6)
- (d) The Implementation Plan (Page 7)
- (e) Sample Costing (Page 8)
- (f) Update re Hamilton Board's Attendance Management Procedures (Page 9)

ISSUE

To enter into a contract with the Expense Reduction Analysts.

RECOMMENDATION

Postpone decision on this proposal until completion of one full year of implementation of the Board's Attendance Management Procedures (July 1996).

RATIONALE

Having reviewed this package with senior management and school administrators to determine the need and support for this program, the following were identified:

(a) Potential Advantages of ERA's Attendance Management Program:

- Permits principals/managers to focus on major educational issues that require attention rather than on sick time.
- Helps employees recognize that their patterns of sick leave use may be a sign of problems that would be better addressed through counselling, stress management, EAP, or other interventions.
- Identifies chronic absentees to be addressed through direct management action.
- Becomes an additional strategy supporting the Board's Attendance Management Program.
- May have a positive impact on staff who perceive that the Board is being diligent in attempting to reduce unnecessary sick time.

(b) Potential Disadvantages of ERA's Attendance Management Program:

- This program requires a representative from the Board to liaise with ERA, which includes at the minimum:
 - communication of implementation of this program to staff in the system
 - assist principals/managers in identifying a minimum of 100 individuals from all employee groups for placement in the ERA program
 - produce historical absence records for each of the 100 staff members
 - review weekly progress reports and take suggested action
 - review additions and deletions of staff in the ERA program on a monthly basis
 - process invoices and track costs
 - provide access to Board services as required - ie. mail system
- Fee structure based on the employee's salary; rather than the cost of replacement staff (some negotiation in this area; however, difficult because of varied replacement practices among employee groups).
- May have a negative impact on staff who view the Board as being punitive in attempting to reduce the cost of sick time.
- Although there is potential for reducing absenteeism and accompanying cost, this program lacks evidence of long term success in this area.
- Concern expressed regarding the initiation of another attendance management program prior to a review of the Board's newly implemented Attendance Management Policy and Procedures.

Prepared by: Judith Bell, Staff Development

Prepared by: Drew Hickerson

EXPENSE REDUCTION ANALYSTS

ATTENDANCE MANAGEMENT PROGRAM (AMP)

THE PROCESS - D R A F T -

A. NON-CORE EMPLOYEES - NO CHANGE**B. CORE EMPLOYEES -designated by the Board of Education (the Board)****-DAILY**

- Employee phones in to ERA to advise of absence.
- ERA consults with employee concerning the following:
 - reason for absence
 - expected date of return
 - status of outstanding work, assignments, etc.
- ERA determines if support or counselling is required for the employee and makes necessary arrangements
- ERA reviews and advises employee of his/her past history of absences.
- ERA advises the Board of requirement for supply.
- ERA records employee's absence along with the details of the discussion and arrangements made.

WEEKLY

- ERA provides progress reports outlining employees who have been absent the previous week with any suggested action for Board consideration.

MONTHLY

- ERA provides an employee attendance profile for each employee in the core group.
- ERA recommends any reductions from the core group.
- The Board advises ERA of any additions to the core group.

QUARTERLY

- ERA reports their determination of the suspected causes of any attendance problems to the Superintendent of Human Resources.

The parties agree that the Process may be amended as required from time to time as the parties agree.

Page 4

Prepared by: Drew Hickerson

Suggested Criteria for Determining Core Group

1. New hires, full time (with less than 5 years of service) with 15 days or more sick days in each of the last 2 years. These are employees who will be in your employ for several years. It is important for the organization to change these employee's perspective of the importance of attendance.
 2. All full time employees who have taken 15 days or more for each of the previous 2 years of employment (exception-not including employees who have undergone surgery, or who should not be included for certain other reasons).
 3. Employees who appear to have a pattern to their absences such as Mondays or Fridays or a particular season or time of the year when their absences occur.
-

Prepared by: Drew Hickerson

Scenario #1

A caretaker with 22 years of service has experienced excessive absenteeism. The following is the employee's record - 1992 - 22 days, 1993 - 24 days, 1994 - 21 days, by the end of May the employee has been ill 11 days in 1995 (note-no hospitalization or surgery). As per the Attendance Management System, the school administrator has conducted a Step 1 meeting with the employee. In June, the caretaker leaves a message on the answering machine in the Board office that he is ill and will not be in. He is off 4 days and returns with a note from his Doctor that he has been under the care of the Doctor and is now fit to return to work. June is an extremely busy time so the school administrator does not have time to discuss the matter with the caretaker. During the summer the caretaker injures his back and is off the entire summer on a W.C.B. claim.

The reality: The caretaker was doing some extra odd job paid work on weekends. On the day before he called in June he was removing tree stumps from someone's property. He injured his back. If at the time of the telephone he had been in the "core group" he would have been questioned about the nature of his illness. Probing questions may have determined that the caretaker had injured his back. The caretaker would have been asked to come in to Wilson Medical Centre. The visit would have been documented with follow-up. If it was a strain - then the caretaker would have been given exercise to strengthen the weakened muscles. Likely, with follow-up from ERA the caretaker would not have re-injured the back.

Scenario #2

A teacher with 4 years service with the Board has been experiencing higher than acceptable absenteeism as follows: 1993 - 18 days, 1994 - 19 days and until the end of September, 1995 - 16 days. The School Administrator is new and has been working to improve staff morale. As per the Boards Attendance Management System the School Administrator meets with the teacher as per Step 1. The teacher has no explanation for the illnesses and is very calm during the meeting. After she leaves the interview the teacher returns to the staff room to discuss the meeting that had taken place. The teacher is very vocal and is annoyed. The teacher makes many uncomplimentary statements about the Principal and about what took place in the meeting. The teacher detracts from the important staff morale improvements that the school administrator has achieved undoing 6 months work.

Page 6

Prepared by: Drew Hickerson

With ERA in place we would be counselling and coaching the teacher to improve the attendance record. This would be an on-going process. We would change the teachers mindset concerning the attendance difficulties. Yes - the meeting would still take place but I believe the results would be different because of the monitoring, coaching, and counselling that would have been completed..

Prepared by: Drew Hickerson

EXPENSE REDUCTION ANALYSTS

ATTENDANCE MANAGEMENT PROGRAM (AMP)

THE IMPLEMENTATION PLAN - D R A F T -

TASK	RESPONSIBILITY	TARGET DATE
1. Finalize contract with ERA	Board & ERA	_____
2. Review ERA'S AMP process.	Board & ERA	_____
2.1 Revise as necessary.	ERA	_____
3. Meet with Employee Representatives.	Board & ERA	_____
4. Identify core employees.	School Administrators & Central Office Superintendents/ Managers	_____
5. Advise core employees of new procedure.	Board	_____
6. ERA process implemented.	ERA	_____
7. Post implementation review	Board & ERA	_____

Page 8

Prepared by: Drew Hickerson
 Edited by: Judith Bell

**Sample Costing For A One Month Period
 For 10 Employees in the Core Group**

	Days Absent Dec.94	Days Absent Dec.95	Net Impr.	Daily Rate	Net Savings
Employee A	3	2	1	\$118	\$118
Employee B	2	1	1	118	118
Employee C	2	2	0	118	0
Employee D	3	4	-1	133	-133
Employee E	2	1	1	133	133
Employee F	3	2	1	88	88
Employee G	3	1	2	130	260
Employee H	3	4	-1	130	-130
Employee I	2	1	1	130	130
Employee J	4	2	2	109	218

Fee = 20% of \$ 802 = \$ 160.40

The above example shows the net monthly savings and the fee based on those savings.

Page 9

Update re the Board's Attendance Management Policy and Procedures

- √ Policy approved: Winter, 1993
- Procedures developed: Spring/Fall, 1994
- In-service to system: Winter, 1994
- Procedures Phased In: January, 1995
- On line support: End of May, 1995
- Full Implementation: September to June, 1995/96

- √ Approximately 75 administrators/managers have been trained to utilize the Attendance Management Screens supporting the Attendance Management Procedures in one or more of the following methods:
 - (a) Dundurn Training Centre
 - (b) On-site appointments
 - (c) Telephone contact

- √ A report is produced and sent to school administrators/education centre managers every third week highlighting individuals whose absenteeism triggers a Step Recommendation.

- √ This program has required us to review and modify past practices re:
 - (a) flow of medical documentation
 - (b) accountability for staff on multiple assignments
 - (c) long term absences

- √ 1995 absentee statistics indicate:
 - 9% of staff have been absent more than 15 days (480 of 4366 total staff*)
 - of the 480 identified staff no action has been taken under the Attendance Management Procedures because of:
 - maternity
 - impending retirement
 - illness resulting in death
 - cessation of employment with the Board
 - actual total absences vs. calendar day absences which can include Saturdays
 - 43 staff have been formally interviewed according to the Attendance Management Procedures; many informal discussions have taken place between administrators/managers and staff as absenteeism is tracked and reported

- √ Administrators/managers are reporting a higher level of understanding and involvement with staff by tackling the issues connected to staff absenteeism.

* Note: This number from August, 1995 Employee Absenteeism Statistics (Total Staff)

Appendix A

Continued from Page 11

Appendix A to the 2004-2005 Management Plan and

Program

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Program

Education Centre
100 Main Street West
Hamilton, Ontario
1996 01 11

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENTS** - Nil

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS** - Nil

7. **LEAVING EMPLOYMENT**

(a) That the dates for the following staff to leave the employ of the Board be approved:

Lesa Davidson (Cleaner, Cleaning Staff), 1995 12 31

Gayle de Jager (Secretary, Administrative Staff), 1996 01 05

Janet Mahoney (Fireman, Caretaking & Maintenance Staff), 1995 12 31

Mary Patterson (Cleaner, Cleaning Staff), 1995 12 31

8. **LEAVES**

Leave of Absence

(a) That the request of Veronica Buckland (Cleaner, Cleaning Staff) for a Leave of Absence, effective 1995 08 22 to 1995 12 18, be granted.

Leave Extension

(a) That the request of Doris Thomsen-Griffin (Secretary, Clerical & Technical Staff) for an extension of her Leave of Absence, effective 1996 01 01 to 1996 08 16, be granted.

Return from a Leave of Absence

(a) That Joyce Ferguson (Payroll Supervisor, Administrative Staff) be returned from a Leave of Absence, effective 1995 12 11.

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	1995 ACTUALS												1995 BUDGET					
	1990	1991	1992	1993	1994	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	1995
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	440.96	440.96	440.96	440.96	440.96	440.96	429.26	429.26	420.76	420.76	420.76	420.76	420.76
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	24.50	24.50	24.50	24.50	24.50
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,580.65	1,580.65	1,580.65	1,581.15	1,581.15	1,581.15	1,581.15	1,581.15	1,569.95	1,569.95	1,569.95	1,569.95	1,559.65
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	802.67	799.67	799.67	799.67	799.67	799.67	799.67	799.67	768.33	769.67	769.67	769.67	746.67
- Vocational	116.67	107.67	100.67	87.00	70.00	70.00	67.33	67.33	67.33	67.33	67.33	67.33	67.33	61.00	61.00	61.00	61.00	70.00
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	33.50
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.33	13.33	13.33	13.33	13.00
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	65.32	71.14	71.14	71.14	71.14	71.14	71.14	71.14	52.30	46.36	41.00	39.00	39.00
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
- Vocational	2.14	2.00	2.00	1.71	1.07	1.07	1.07	1.07	1.07	1.07	1.07	1.07	1.07	0.89	0.89	0.89	0.89	1.07
Bus Supervisors	17.68	16.71	15.86	17.14	16.86	17.15	17.15	17.15	17.15	17.15	17.15	17.15	17.15					
Educational Assistants	221.50	223.50	250.50	232.17	232.67	232.67	232.67	232.67	232.67	232.67	232.67	232.67	232.67	233.24	233.24	233.24	233.24	232.67
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.13	2.13	2.13	2.13	2.70
Ctrks/Maint/Whts/Asbestos	220.00	219.00	214.00	213.00	210.00	210.00	210.00	210.00	210.00	210.00	210.00	188.00	186.00	186.00	186.00	186.00	186.00	187.00
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	304.00	304.00	302.00	301.00	301.00	301.00	298.00	298.00	298.00	298.00	299.00	299.00	304.00
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	39.15	39.15	39.15	39.15	39.15	39.15	39.15	39.15	45.15	45.15	45.15	45.65	41.15
- Consultants	0.33	0.33																
- Clerical	0.50			4.33	4.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.83	3.83	3.83	3.83	3.33
- Educ Assist		0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
- Admin	0.50																	
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88	3,871.17	3,865.50	3,869.32	3,868.82	3,868.82	3,868.82	3,832.12	3,830.12	3,730.92	3,726.31	3,721.95	3,720.45	3,693.50
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,447	4,444	4,482	4,481	4,481	4,481	4,444	4,442	4,236	4,195	4,151	4,137	4,089
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707			18,707	18,707	18,707	18,707	18,000
Enrolment - Elementary	* 25,811	*26,111	*26,387	*26,685	*27,084	27,065	27,027	27,034	27,039	27,008	27,000			*27,395	27,364	27,399	27,397	**27,300
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	11,250	11,476	11,185	10,967	10,783	10,694			*12,343	11,919	11,645	11,501	**12,078
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	597	664	624	609	572	561			*729	697	669	648	**824
- Sec Vanier	* 399	*382	*465	*464	*480	463	470	460	454	449	450			*503	496	487	483	**518
- T. R.	* 178	*160	*167	*164	*157	158	157	158	157	158	149			*160	161	158	159	**160
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	39,533	39,794	39,461	39,226	38,970	38,854			*41,130	40,637	40,358	40,188	**40,880

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources January 11, 1996

REPORT OF SUPPLY TEACHER USAGE - NOVEMBER 30, 1995

SECONDARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional
JANUARY	20.0	16.0	249.5	10.0	9.5	4.5	0.5		17.0	291.0	301.5	47,133	48,747
FEBRUARY	19.0	26.5	454.5	9.0	5.5	3.0		1.0	41.5	514.5	398.5	62,286	55,230
MARCH	18.0	36.0	412.0	30.0	6.0	15.0		2.0	38.0	503.0	294.5	52,456	63,503
APRIL	18.0	42.0	243.5	8.0	16.0	15.5		2.0	31.5	316.5	379.0	40,216	55,983
MAY	22.0	121.0	361.0	40.0	23.0	10.0		16.0	44.0	494.0	574.0	69,438	65,017
JUNE	21.0	169.0	233.0	8.0	2.0	8.0		2.0	17.0	270.0	317.0	30,619	83,540
JULY													
AUGUST													
SEPTEMBER	18.0	21.5	239.0	2.0		9.0		0.5		250.5	219.5	31,209	21,059
OCTOBER	21.0	34.0	252.0	1.0	7.5	1.0	1.0	1.0		263.5	362.0	25,378	58,210
NOVEMBER	20.0	50.0	405.5	7.0	1.5	6.5		3.0		423.5	427.5	58,734	63,239
DECEMBER													
TOTALS		516.0	2850.0	115.0	71.0	72.5	1.5	27.5	189.0	3326.5	3273.5	417,469	514,528
% Of Total			85.7	3.5	2.1	2.2	0.0	0.8	5.7				

ELEMENTARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional
JANUARY	20.0	23.5	1343.0	13.0	2.0	36.5	47.0	9.5	51.5	1502.5	1503.5	207,695	155,755
FEBRUARY	20.0	40.5	1407.5	17.0	5.0	28.5	83.0	7.5	15.0	1563.5	1642.0	204,754	211,856
MARCH	16.0	30.0	992.5	3.0	5.0	40.5	80.5	9.5	44.5	1175.5	937.0	148,050	137,941
APRIL	18.0	50.5	1237.5	6.0	7.0	33.0	80.5	4.0	22.0	1390.0	1723.5	147,790	134,615
MAY	21.0	129.0	1225.0	13.0	3.0	20.0	45.5	15.0	28.5	1350.0	1575.0	163,724	150,041
JUNE	20.0	247.5	1035.5	52.0	1.0	26.5	41.0	8.5	47.0	1211.5	1189.5	128,312	133,780
JULY													
AUGUST													
SEPTEMBER	18.0	14.5	459.5	8.0			2.0	2.5		472.0	685.5	54,553	23,770
OCTOBER	21.0	32.0	1034.0	0.5	2.5	6.5	11.0	7.5		1062.0	1263.5	130,066	58,438
NOVEMBER	21.0	45.5	1398.5	2.0	7.5	39.5	14.0	4.0		1465.5	1843.0	190,729	79,648
DECEMBER													
TOTALS		613.0	10133.0	114.5	33.0	231.0	404.5	68.0	208.5	11192.5	12362.5	1,375,673	1,085,844
% Of Total			90.5	1.0	0.3	2.1	3.6	0.6	1.9				

REPORT OF SUPPLY TEACHER USAGE - NOVEMBER 30, 1995

SECONDARY & ELEMENTARY														
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense	1995 % Spent
JANUARY	39.5	1592.5	23.0	11.5	41.0	47.5	9.5	68.5	1793.5	1805.0	254,828	204,502	459,330	
FEBRUARY	67.0	1862.0	26.0	10.5	31.5	83.0	8.5	56.5	2078.0	2040.5	267,040	267,086	534,126	
MARCH	66.0	1404.5	33.0	11.0	55.5	80.5	11.5	82.5	1678.5	1231.5	200,506	201,444	401,950	
APRIL	92.5	1481.0	14.0	23.0	48.5	80.5	6.0	53.5	1706.5	2102.5	188,006	190,598	378,604	
MAY	250.0	1586.0	53.0	26.0	30.0	45.5	31.0	72.5	1844.0	2149.0	233,162	215,058	448,220	
JUNE	416.5	1268.5	60.0	3.0	34.5	41.0	10.5	64.0	1481.5	1506.5	158,931	217,320	376,251	
JULY														
AUGUST														
SEPTEMBER	36.0	698.5	10.0			2.0	3.0		722.5	905.0	85,762	44,829	130,591	
OCTOBER	66.0	1286.0	1.5	10.0	7.5	12.0	8.5		1325.5	1625.5	155,444	116,648	272,092	
NOVEMBER	95.5	1804.0	9.0	9.0	46.0	14.0	7.0		1899.0	2270.5	249,463	142,887	392,350	
DECEMBER														
TOTALS	1129.0	12983.0	229.5	104.0	303.5	406.0	95.5	397.5	14519.0	15636.0	1,793,142	1,600,372	3,393,514	131.8
% Of Total		89.5	1.6	0.7	2.0	2.8	0.7	2.7						

1995 BUDGET
\$2,574,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1995

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1995 Total # of Days	1994 Total # of Days	1995 \$ Expense
JANUARY	21	703	452		272	1,427	1,340	74,814
FEBRUARY	20	695	509	6	168	1,378	1,134	76,708
MARCH	23	706	584	3	236	1,529	1,495	79,601
APRIL	18	503	398		196	1,097	1,203	56,520
MAY	22	635	448		303	1,386	1,443	69,305
JUNE	22	542	535		355	1,432	1,581	62,984
JULY	20	474	544	34	94	1,146	1,370	68,017
AUGUST	22	536	556	8	170	1,270	1,534	71,995
SEPTEMBER	20	518	476		198	1,192	1,386	59,133
OCTOBER	21	588	477		247	1,312	1,341	65,853
NOVEMBER	22	657	506		226	1,389	1,378	73,516
DECEMBER								
TOTALS		6,557	5,485	51	2,465	14,558	15,205	\$758,446

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
January 11, 1996

REPORT TO THE BOARD OF DIRECTORS ON THE PROGRESS OF THE PROJECT

Project Overview		Financial Summary		Operational Metrics	
Project Name	Project Alpha	Budget (USD)	1,200,000	Units Produced	15,000
Start Date	2024-01-15	Actual Spend (USD)	1,150,000	Defect Rate (%)	2.5
End Date	2024-12-31	Variance (USD)	50,000	Customer Satisfaction	85%
Manager	John Doe	Forecast (USD)	1,180,000	On-Time Delivery	98%
Team Lead	Jane Smith	Revenue (USD)	1,300,000	Inventory Turnover	5x
Project Status	On Track	Profit Margin (%)	15%	Market Share (%)	12%
Next Steps	Review Q4 performance	ROI (%)	18%	Competitor Analysis	Active
Key Risks	Supply chain volatility	Net Income (USD)	195,000	Patent Filings	3
Mitigation Strategy	Diversify suppliers	EBITDA (USD)	220,000	Research & Dev. Spend	250,000
Conclusion	Project is progressing well	Operating Expenses (USD)	1,005,000	CapEx (USD)	100,000
Recommendations	Continue current strategy	Depreciation (USD)	150,000	SG&A (USD)	80,000
Approval	Approved by Board	Interest Expense (USD)	20,000	Income Tax (USD)	35,000
Date	2024-11-15	Prepaid Expenses (USD)	10,000	Other Income (USD)	10,000
Signature	[Signature]	Accounts Payable (USD)	120,000	Accounts Receivable (USD)	180,000
Project ID	PA-2024-001	Inventory (USD)	200,000	PP&E (USD)	500,000
Version	1.0	Goodwill (USD)	0	Intangible Assets (USD)	0
Author	John Doe	Deferred Tax (USD)	0	Other Assets (USD)	0
Reviewer	Jane Smith	Total Assets (USD)	1,200,000	Total Liabilities (USD)	0
Approver	Board of Directors	Equity (USD)	1,200,000	Total Equity (USD)	1,200,000
Final Status	Complete	Retained Earnings (USD)	1,200,000	Dividends Paid (USD)	0

Prepared by: John Doe
Reviewed by: Jane Smith
Approved by: Board of Directors

Project Alpha
Phase 1: Planning
Phase 2: Execution
Phase 3: Review

Document ID: PA-2024-001-001
Version: 1.0
Date: 2024-11-15

1994 AND 1995 TEMPORARY ASSISTANCE EXPENDITURES

	1994 BUDGET	YTD EXPENSE AS OF DEC 31/94	1995 BUDGET	YTD EXPENSE AS OF JAN 31/95	YTD EXPENSE AS OF MAR 31/95	YTD EXPENSE AS OF JULY 31/95	YTD EXPENSE AS OF SEPT 30/95	YTD EXPENSE AS OF NOV 30/95	EXPLANATION
Central Depts. & Area Offices									
- Admin. Services	8,286	18,564	20,454	2,640	7,178	23,463	23,463	23,463	Replacement for staff - Printing, Switchboard, Research
- Computer Services	69,535	44,266	50,000	5,519	28,126	29,257	31,179	36,456	IIS Project Assistance, Co-op Student
- Security/Parking			148,360	5,483	35,406	97,625	122,299	147,881	Building & Parking Security Guards
- Director's Office	3,321	1,000						639	Replacement Coverage
- Ed Centre (General)	1,795			317	317		317	317	Archives Researching
- Finance	8,973	5,978	84,768	554	554	22,211	28,516	35,751	Extra Assist - Acct Payable Yr. End, Provin Grant Reports, FIS Project
- Human Resources	28,159	12,676	102,707	1,423	1,423	69,654	70,873	73,514	Tchrs Seniority Lists, Anti Racism Impl. Plan, E.I.S. Project
- Program Departments	123,473	101,718	141,575	6,091	34,823	103,957	108,083	133,385	Christie Conserv., Kit Services, Program Support Staff - Clerical Assistance
									Accom. assist., Paikin Libr & Co-op Students, Psych Testing
- Lower City Office									
- Mountain Office			800			403	403	403	Clerical Assistance
- Area 1 Office	897		800			440	440	440	Clerical Assistance
- Area 2 Office	897								
- Area 3 Office	897								
- Area 4 Office	897								
- Area 5 Office	1,436	525	1,100						
School Services									
- Student Assistance	58,327	58,356	16,000	221	11,109	14,263	18,552	19,327	Library, Textbook Student Assistance
- Elementary School Clerical	68,197	63,218	70,000	2,792	20,419	62,250	64,004	85,753	Replacement for illness, Extra Assistance - Lisgar Fire
- Secondary School Clerical	50,251	43,369	39,000	1,273	3,578	15,405	18,313	34,050	Replacement for illness
- Equipment Repair	19,741	18,714	19,000	343	9,682	28,027	33,019	37,179	Co-op Student
Regular Day School									
- Student Assistance	22,612	17,915	5,000	301	3,343	6,549	6,549	6,549	Science Lab Student Assistance, City Choir
Plant Operation									
	27,817	2,976			396	396	396	396	Replacement for illness
Plant Maintenance									
	26,472	18,939	900						
Other Operating									
	6,820	4,822		237	237	1,230	4,616	4,741	Mohawk Trail, Community School Clerk
GRAND TOTAL	\$528,803	\$413,036	\$700,464	\$25,771	\$156,591	\$475,447	\$531,022	\$640,244	

NOTE: ALL MEETINGS ARE TENTATIVE, WITH THE EXCEPTION OF THE STANDING COMMITTEES,
 FRENCH LANGUAGE SECTION AND BOARD, UNTIL CONFIRMED BY THE CHAIRMAN CONCERNED.

SUNDAY MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY SATURDAY

						1		
	4		5	6	7	8		
			French Language Section 19:00		Program 18:15 Personnel and Organization ?? 18:15			
	11		12	13	14	15		
	18		19	20	21	22		
			Operations and Finance ?? 18:15		Personnel and Organization ?? 18:15			
			Operations and Finance ?? 18:15	Special Education Advisory Committee 19:00	Board 20:00			
	25 Home and School 19:00	26	Chairs 17:30 French Language Section 19:00	27	28	29		

Education Centre
100 Main Street West
Hamilton, Ontario
1996 01 11

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignation of Catharine Powell, Elementary School Principal, for the purpose of retirement, effective 1996 03 08, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

John H. Aikman (E), 1996 06 30
Kenneth Ashcroft (S), 1996 06 30
John Steinberg (E), 1996 06 30

7. LEAVING EMPLOYMENT

(a) That the date for the following staff to leave the employ of the Board be approved:

Moira Donaldson (Administrative Assistant, Administrative Staff), 1996 03 22

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Gary Billings (S), 1995 11 08
Marcia Brazel (E), 1996 01 22 to 1996 05 17
Laurel Karry (S), 1996 01 31 to 1996 08 31
Dee Maharajh (E), 1996 01 22 to 1996 08 31

Linda Moreton (E), 1996 02 07
Michael Mulligan (E), 1996 01 29 to 1996 03 29
Cornelia Schuster (E), 1995 12 01 to 1996 08 31
Kenneth Sindrey (E), 1995 11 16

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed to the dates shown:

Tammy Biggs (S), 1995 12 08 to 1996 08 31
Sylvie Francis (E), 1995 12 20 to 1996 03 15

Leave Extension

(a) That the request of Edith Schroedter (S) for an extension to her Leave of Absence, effective 1996 02 01 to 1996 08 31, be granted.

(b) That the request of Cheryl Weston-Shepherd (Educational Assistant, Educational and Lunchroom Assistant Staff) for an extension to her Leave of Absence, effective 1996 01 04 to 1996 06 30, be granted.

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Rita Bertoldi (E), 1996 09 01
Heather Lewis (S), 1995 12 18
Sandra Myke (E), 1995 12 01
Lisa Read (E), 1996 02 01

(b) That Doreen Vella-Carrozza (Psychological Consultant, Professional Student Services Personnel) be returned from a Leave of Absence, effective 1995 12 18.

9. OTHERS

Reciprocal Transfers

(a) That Judith Hopkins (S) be transferred from the Secondary Panel to the Elementary Panel, effective 1996 02 01, with salary according to the salary schedule.

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

CAY ON HBL W26

A36

1996

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1996 02 08

Confirmation of the minutes of the regular meeting of 1996 01 11 and special meeting of 1996 01 30.

URBAN MUNICIPAL

GENERAL

FEB 6 1996

GOVERNMENT DOCUMENTS

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Page 1**
- * 2. Staffing Report – Full Time Equivalent Positions
- * 3. Report on Supply Teacher Usage
4. Workers' Compensation Report, Proposed Move to Schedule II **Pages 2 to 5**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Report of the Committee to Review the Selection Process for Vice-Principals and Principals **Pages 6 to 20**
2. Recommendations of the Superintendent of Human Resources **Pages 21 to 24**

*These reports will be placed in Trustees' lockers on Tuesday, 1996 02 06.

Education Centre
100 Main Street West
Hamilton, Ontario
1996 02 08

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENTS** - Nil

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS**

(a) That the resignation of Ronald Wootton, Unassigned Fireman (Caretaking and Maintenance Staff) for the purpose of retirement, effective 1996 02 29, be accepted with regret and the Board's gratuity be paid.

7. **LEAVING EMPLOYMENT** - Nil

8. **LEAVES**

Leave of Absence

(a) That the request of Linda Sheppard (Secretary, Clerical & Technical Staff) for a Leave of Absence, effective 1996 02 19 to 1996 08 23, be granted.

Return from Leave of Absence

(a) That Jacqueline Bookal, Assistant Caretaker (Caretaking & Maintenance Staff) be returned from her Leave of Absence, effective 1996 01 29.

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

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1996 02 08

**TO: THE CHAIRMAN AND MEMBERS
PERSONNEL AND OPERATIONS COMMITTEE**

FROM: RICK BINNS, Superintendent of Human Resources Services

RE: WORKERS' COMPENSATION REPORT, PROPOSED MOVE TO SCHEDULE II

BACKGROUND

Schedule I

As a Schedule I employer, the Hamilton Board of Education (HBOE) pays an annual assessment to the Workers' Compensation Board (WCB) for the cost of our claims. (See Appendix I). Under Schedule 1, we are in a rate group which includes other School Boards. These Boards share collectively in the group's accident experience and associated costs, therefore, a Board with a good accident experience subsidizes a Board with a poor one.

In 1992, the HBOE's accident experience caused an over expenditure of approximately \$300,000.00. This placed us in a penalty situation. Since 1992, improvements made in the management of claims has reduced expenditures. Under Schedule 1, we did not benefit directly from the savings.

In June, 1995, a report to the Board identified the concerns regarding NEW EXPERIMENTAL EXPERIENCE RATING (NEER) WCB program. NEER is a complicated actuarial assessment and has the potential of returning cost savings or penalizing an employer with a poor accident experience.

The HBOE entered into NEER as of January 1995. As this was our first year in the program, no actual costs/savings were charged/credited to us. Our 1995 WCB assessment was \$1,240,000.00. The NEER statement indicates an additional \$639,000.00 may be assessed and charged to us in 1996, based on our 1995 accident record.

Our 1995 accident record is an improvement over previous years. The NEER statement reflects the number of lost days from work and is an assessment on how we compare with other School Boards in our rate group.

Schedule II

Under Schedule II, the HBOE will pay actual claim costs rather than an annual assessment plus penalties under NEER.

To transfer to Schedule II, application must be made to and approved by the WCB. The cost of moving from Schedule I to Schedule II is our portion of the WCB's unfunded liability. (The WCB's current total liability is \$11. billion).

The firm, School Board Cooperative Inc., has reviewed our current WCB claims management processes and the viability of a transfer to Schedule II. They have identified cost savings for the HBOE. (see appendix II for financial projections to the year 2000).

ISSUE

The HBOE has an opportunity to transfer to Schedule II which will require paying the special assessment to the WCB prior to March 31, 1996.

RECOMMENDATIONS

1. The Hamilton Board of Education transfer to Schedule II retroactive to January 1, 1995 and pay approximately \$799,000.00 to the WCB within the 60 day time requirement.
2. The Hamilton Board of Education join the School Board's Cooperative Inc. at a cost of approximately \$33,000.00 annually.
3. The Human Resources staff review with the Finance Department the options of participating in insurance coverage for a catastrophic event (through the School Board Cooperative Inc.)

RATIONALE

Staying in NEER of Schedule I will require that the WCB annual assessment be paid each year (currently \$1,250,000). There is potential of a NEER penalty, which could be an additional \$400,000.00 - \$600,000.00 each year.

To transfer now allows the HBOE to take advantage of our 1995 WCB credit (\$940,000.00). The School Board's Cooperative suggests that the net cost of the special assessment (\$799,000.00) and other related costs will be recovered by the end of 1996. A profit should be realized in 1997. A delay in transferring to Schedule II prevents us from utilizing the 1995 credit.

The advantage of moving to Schedule II from Schedule I is that you are in a self-insured group as opposed to a group paying an assessment. Self-insured groups are more vigilant in managing their money as the accountability for each dollar spent is higher.

Prepared by: Wm. V. Urie
Coordinator
Occupational Health and Safety

SAFETY ANNUAL REPORT ACCIDENT STATISTICS

	1992	1993	1994	1995
INCIDENTS				
<i>Lost Time</i>	203	152	159	132
<i>Medical Aid</i>	211	204	233	179

WCB ASSESSMENT

<i>Assessment</i>	\$960,000	\$988,000	\$1,145,886	\$1,240,000
<i>Actual Cost</i>	\$1,280,000	\$849,802	\$524,367	+\$600,000**
<i>Difference</i>	-\$320,000	+\$138,198	\$621,519	+\$640,000

** Includes \$300,000 costs from 1994

APPENDIX II

Financial Projections for a January 1, 1995 Transfer to Schedule 2

	1995	1996	1997	1998	1999	2000
Special Assessment	*\$ 2,037,000					
Claims (1995's)	\$ 300,000	\$ 150,000	\$ 100,000	\$ 50,000	\$ 45,000	\$ 45,000
Claims (1996's)		\$ 250,000	\$ 125,000	\$ 80,000	\$ 80,000	\$ 80,000
(1997's)		-	\$ 250,000	\$ 125,000	\$ 125,000	\$ 125,000
(1998's)		-	-	\$ 250,000	\$ 250,000	\$ 250,000
(1999's)		-	-	-	-	-
(2000's)		-	-	-	-	-
Insurance	\$ 2,337,000	\$ 400,000	\$ 475,000	\$ 505,000	\$ 500,000	\$ 500,000
SBCI Fees		\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000	\$ 73,000
		\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000
Sch. 1 Assessment	\$ 2,337,000	\$ 506,000	\$ 581,000	\$ 611,000	\$ 606,000	\$ 606,000
Net Cost/(Saving)	\$ 1,240,000	\$ 1,840,000	\$ 1,240,000	\$ 1,240,000	\$ 1,240,000	\$ 1,240,000
	\$ 1,097,000	\$ (1,334,000)	\$ (659,000)	\$ (629,000)	\$ (634,000)	\$ (634,000)
Cumulative						
Net Cost/(Saving)	\$ 1,097,000	\$ (237,000)	\$ (896,000)	\$ (1,525,000)	\$ (2,159,000)	\$ (2,793,000)

* Actually, \$2,037,082.38

January 16, 1996

1996 02 08

TO: The Chairman and Members
Personnel and Organization Committee

FROM: R. W. Binns,
Superintendent of Human Resources

RE: Report of the Committee to Review the Current Promotion Policy and
Procedures for Vice-Principals and Principals

REPORT: Information/Decision

BACKGROUND

This Committee was developed following a Board motion adopted on 1995 05 11:

"That the following recommendations regarding the Vice-Principal and Principal Promotion Process be approved:

(a) That in view of the changing nature of the role of the Principal, that the Director establish a committee to review the current Promotion Policy and Procedures for Vice-Principals and Principals including the Assessment Centre. The composition of the committee (**Appendix VI**) shall include the: Director, Trustees, Senior Management, Principals, Federations, parents, student council and community representatives.

(b) As part of the review, the committee will examine the selection processes used by other boards.

(c) Following the review, the committee will report back to the Personnel and Organization Committee with recommendations no later than December 1995."

Ten meetings were held on the following dates: 1995 06 20, 1995 09 19, 1995 10 03, 1995 10 10, 1995 10 24, 1995 10 31, 1995 11 09, 1995 11 16, 1995 12 05 and 1996 01 09.

The current Vice-Principal and Principal promotion process was suspended pending the outcome of this Committee's deliberations.

The Committee examined current practices of the Board including the Assessment Centre, the Board's Performance Appraisal System, practices of other Boards of Education (**Appendix III**), promotion practices of non-educational organizations, the regulations dealing with Principal's qualifications from the Ministry of Education and Training, projected retirements of Vice-Principals and Principals [1996-2000] (**Appendix IV**) and costing of the Assessment Centre for 1 day in November 1994 (**Appendix V**).

A number of other areas of concern were identified and referred to the reconstituted Review Committee for Vice-Principals and Principals for consideration (**Appendix II**).

ISSUE:

To present a report on the outcomes of the Committee reviewing the promotion policy for Vice-Principals and Principals.

RECOMMENDATIONS:

1. That the Officials be directed to initiate the Vice-Principal and Principal promotion process adopting the amendments contained within this Report (Appendix I).
2. That the Vice-Principal and Principal selection process continue to be monitored and updated by the reconstituted Review Committee which now includes Trustee representation and that annual reports be made to the Personnel and Organization Committee.

RATIONALE:

- The major areas of concern identified by the trustees were discussed and considered for revisions. Trustees requested that changes to selection practices would reflect the following:
 - .that the whole process be transparent
 - .that a community member sit on the selection process to guarantee neutrality and objectivity
 - .that trustees be involved throughout the process
 - .that opportunities for leadership be provided to prospective candidates
- It is expected that the selection of Vice-Principals and Principals (1995 10 03 meeting) will be linked to the Board's Performance Appraisal System.
- Nine recommendations for alteration of the procedures were considered by the Committee and approved.
- Four recommendations for alteration of the procedures were considered by the Committee and not approved.
- A number of minor items of concern were referred to the reconstituted Review Committee for on-going consideration.

APPENDIX I

Committee to Review the Current Promotion Policy and Procedures for Vice-Principals and Principals

Decisions at Committee Meetings

Approved motions:

■ The following recommendations were considered and approved:

1. That the current Vice-Principal/Principal Selection Process be continued until a new process is in place. **Carried**
2. That staffing needs for the positions of Vice-Principal and Principal be identified by the Human Resources Department. **Carried**
3. That the names of interested candidates be collected through the Human Resources Department. **Carried**
4. That the current experience and qualification allocations be re-examined. **Carried**
5. That a Leadership Training Program be developed for the Hamilton Board of Education. **Carried (1 member Opposed)**
6. That trustees be part of the Assessment Centre process as observers. **Carried**
7. (a) That a selection committee be struck to review and score all applications with respect to experience and qualifications and to monitor the scores of all candidates following each stage of the promotion process. Furthermore, that the selection committee be present at the Senior Management meeting where decisions are made to present an eligible slate of candidates to the Personnel and Organization Committee for possible inclusion in the Vice-Principal or Principal pool.
Carried (Recorded Vote – 7 In Favour, 3 Opposed)

(b) That the selection committee membership consists of the Director or designate, one Superintendent of Schools, two Principals (Elementary/Secondary panels), one Trustee and one community representative. **Carried**
8. That, if in the opinion of the selection committee, there are insufficient qualified candidates for the positions of Vice-Principal and Principal to meet the requirements of the system, the Director be authorized to post these positions externally. **Carried (Recorded Vote – 8 In Favour, 4 Opposed)**

9. (a) That the present staff committee which reviews and refines the work on the selection process for Vice-Principals and Principals be expanded to include two trustees. Carried (Unanimously)
- (b) That upon completion of each review, a report be presented to the Personnel and Organization Committee. Carried (Unanimously)

Motions "Not" Approved:

■ The following recommendations were considered and not approved:

1. That workplace visitation be a part of the screening process. Lost
2. That the Assessment Centre component be eliminated in the promotion procedure. Lost (1 member abstained from voting)
3. That the candidates for the position of Vice-Principal be sent to the National Association of Secondary School Principals (NASSP) process. Lost
4. That the word "candidates" be replaced with "applicants". Lost
(Recorded Vote - 11 Opposed, 1 In Favour)

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APPENDIX II

**ITEMS REFERRED TO THE REVIEW COMMITTEE FOR
VICE-PRINCIPALS AND PRINCIPALS FOR CONSIDERATION**

- Consider reasons for lack of interest from prospective candidates from the system
- Establish a teacher leadership plan linked to the Performance Appraisal System
.should be included in the candidate's records and centrally filed
- Once admitted candidates should go through whole process
- Include Staff Observation Inventory component from Principal selection process for Vice-Principal candidates as well
.consideration of leadership abilities of teachers, e.g. achievements in a variety of situations
- Targetted competencies for Principals be grouped into the following four areas: Program, Leadership Ability, Managerial Skills and Personal Skills
.minimum competency levels be developed for each of the four areas
- Include reference letters/evaluation reports in materials presented to the Selection Committee
- Work and community experiences outside the Board should be given more weight
- Interview Committee consists of Director or designate, 2 Superintendents, 2 Trustees and 1 community member
.representatives from Federations and Race Relations Committee monitor the interview process
.One member of the Interview Committee also be a member of the Selection Committee

It is the policy of the United States to support the people of the world in their struggle for freedom and independence. This policy is based on the principle that all people have the right to self-determination.

THE UNITED STATES AND THE WORLD

The United States is a nation of immigrants. Our people have come from many different parts of the world, and they have brought with them their own customs, languages, and traditions. This makes us a rich and diverse nation. We believe that all people should be free to live as they see fit, without interference from other nations.

Our foreign policy is based on the principle of self-determination. We believe that every nation has the right to choose its own government and to live in peace and freedom. We will support the people of the world in their struggle for freedom and independence.

We will continue to support the people of the world in their struggle for freedom and independence. We will stand with the oppressed and against the oppressors. We will work for a world of peace and freedom for all people.

APPENDIX III

SUMMARY **VICE-PRINCIPAL AND PRINCIPAL PROMOTION PROCESS** **1995 06 20**

<u>Board</u>	<u>Component</u>	<u>Mandate/Task</u>	<u>Membership</u>	<u>Notes</u>
<u>Carleton</u>	Posting of "Projected Needs" (Sept.)	develop an integrated career plan and open a "Leadership Profile"	Personnel Dept.	
	Step 1 Submission of Leadership Profile	- response to specific advertisement - determine readiness to proceed to Exec. Council - Identify those ready to advance to Step 2	Reviewed by . Pers. Dept. . Supts. Executive Council	
	Step 2 Leadership Assessment	Activities - In-Basket Exercise - Leaderless Group Activity - Teacher Observation /Debriefing Exercise	2 Exec. Council Principal External Assessor 1 assessor to 2 candidates ratio	
	Step 3 Intern Group	In Intern Group until Prob. Appt.	Executive Council	
	Step 4 Appointment to Vacant Position	Probationary Period	Executive Council / Board approval	
	Step 5 Appointment	After 1 year Prob. Period	Principal/Superintendent	

Board <u>London</u>	Component	Mandate/Task	Membership	Notes
	Application	1. Individual initiates interest in leadership position 2. Principal or Supervisor required to complete a formal assessment . clear indication of support or lack of support	. sent to . Supt. of H.R.S. . Princ. or Program Sup. . Supt. of Schools or Dept. Supt. Principal or Supervisor	May include self evaluation form components of Appl. Form . Teaching & Related Experiences . Extra/Curricular Leadership Activities at School Level . Leadership Activities beyond the School . Personal Statement
	Assessment of Potential - Screening Process	Must consider . application . itemized performance of applicant submitted by supervisor . most recent evaluation reports & letters Areas of Expectation . Personal Qualities . Program Competence . Leadership Ability . Managerial Skills	. Director (ex officio) . Supt. of HRS or Supt. of Ed. . 2 other S.O.'s . 1 principal . 2 Federation reps	May consider to advertise again within the system or externally for applicants
	Interview Process	- interview candidates - establish a priority list - recommend the number of candidates to the Board	Director 3 S.O.'s 3 Trustees 1 Federation Rep	. Pool Duration - 2 years

Board	Component/Level	Mandate/Task	Membership/Authority	Notes
<u>North York</u>	Pre-Internship	• declaration for Administration Track (Growth Plan)	S.O. & Princ. 1 year	
	Administrative Intern	• written submission - essay on Educ. topic	max. of 3 years	
	Vice-Principal	• written submission - essay on Educ. topic or sample of writing used for prof. purposes		
	Principal	• written submission - topic identified by Selec. Comm. * For each Admin. Intern/Vice-Principal and Principal, the process includes - Readiness Questionnaire - Letter of Application - Resume - Written Submission - Interview	S.O. & Princ. Candidate Candidate Candidate S.O./Trustees/Principal	

- All candidates must be recommended by S.O.S. to Promotion Review Committee of S.O.'s for recommendation to apply to next stage of process. Recommendation is based on professional growth and contributions.

Candidates on short list (Admin. Intern/VP or Pr) for 3 years are reviewed by Promotion Review Committee to determine status.

Recommendations of Interview Team are vetted by S.O.'s and finalized by Director's Council of Superintendents.

A Promotion File is kept in each candidate's Central Personnel File (contains all reports & candidate submissions).

Board	Component	Mandate/Task	Membership	Notes
Scarborough	Candidate Portfolio - Application - Current Evaluation - Resume - Experience Summary	• review of portfolio • approval of application	candidate/Princ./Super. Officer Supervisory Officer	
	Initial Assessment Phase	Oral Responses to Scenarios Components	Teams of 3 Principals	
	Review	May Reduce Number of Candidates		
	Visitation	• assessment of exper. & qual. • tour of workplace setting • completion of leadership profile	2 Associate Superintendents	
	Review	May Reduce Number of Candidates		
	Final Assessment	Two-part interview	Associate Director Superintendents Chair of Promotion Process (Assoc. Dir. - Personnel)	
	Successful Candidates		To Board	

Board	Component	Mandate/Task	Membership	Notes
Toronto	A Minimum Qualifications	Candidate must: • permanent contract • M. of Ed. req. Reg.262 & PPM38 • 5 years classroom teaching • min. 2 yrs. as VP or Coordinator • completion of Leadership Skills Assessment • completion of Pr. Leadership course		* Pr/VP procedure similar except for Leadership Course context
	B Principals Eligibility List	To determine eligibility list using; (i) Curriculum Vitae (ii) Leadership Skills Assess.	Elem.. Sec. 3 Trustees 3 1 Director 1 12 S.O.'s from each Fam. of Schools 4 2 S.O. of Curriculum 2 18 10	a) Monitors - to watch, observe, check and advise 1. Chair of R.R. Committee 2. Chair of Aff. Action Comm. 3. TTF/OSSTF rep. as appl. b) List reviewed annually & candidates may remain on for 4 years
	C Final Selection Committee	(i) to short list eligible candidates for school. (ii) Final selection interview . recommend candidate to P&O	1 Board Chair 1 Ward Trustee 1 S.O. of Staffing 1 S. of Schools 4 1 Ward Trustee 1 S.O.S. 1 Parent 1 TTF/OSSTF Rep. 1 Supt. of Staffing - Chair 5	c) Policy has procedures for Parent involvement in Final Selection Committee

<u>Board</u>	<u>Component</u>	<u>Mandate/Task</u>	<u>Membership</u>	<u>Notes</u>
<u>Waterloo</u>	Posting	Selected Leadership Pool Pr/VP) - Letter of Application - Professional Resume - Leadership Evaluation Report - Knowledge - Skills - Qualities	to Supt. of HR Princ. & S.O.S.	
	Selection Committee	- Interviews - rate candidates & nominate candidates -- names to be presented to Dir. -- to Board for information	Chairperson - Supt. of Div. or Admin. Council Member Trustee(s) - 2 for Pr., 1 for VP Supt. of another div. or Admin. Council member Supt. from Division Princ. Assoc. Rep. Federation Rep.	3 year Pool - may reapply if necessary in 4th year

<u>Board</u>	<u>Component</u>	<u>Mandate/Task</u>	<u>Membership</u>	<u>Notes</u>
<u>York Region</u>	Application - Letter - Self Assessment Form Determination of Candidates to Proceed to Next Phase On-Site Assessment Personal Interview Short List Appointments	Holistically assess the required & optional information provided for each candidate - to select candidates for interview process - use Empl. Serv. guideline	Supt. of Empl. Serv. Selection Committee director's Council Selection Committee at least 1 member from On-Site Assessment Director's Council Coordination Council of Superintendents	

1922-1923		1923-1924		1924-1925		1925-1926		1926-1927		1927-1928		1928-1929		1929-1930		1930-1931		1931-1932		1932-1933		1933-1934		1934-1935		1935-1936		1936-1937		1937-1938		1938-1939		1939-1940		1940-1941		1941-1942		1942-1943		1943-1944		1944-1945		1945-1946		1946-1947		1947-1948		1948-1949		1949-1950		1950-1951		1951-1952		1952-1953		1953-1954		1954-1955		1955-1956		1956-1957		1957-1958		1958-1959		1959-1960		1960-1961		1961-1962		1962-1963		1963-1964		1964-1965		1965-1966		1966-1967		1967-1968		1968-1969		1969-1970		1970-1971		1971-1972		1972-1973		1973-1974		1974-1975		1975-1976		1976-1977		1977-1978		1978-1979		1979-1980		1980-1981		1981-1982		1982-1983		1983-1984		1984-1985		1985-1986		1986-1987		1987-1988		1988-1989		1989-1990		1990-1991		1991-1992		1992-1993		1993-1994		1994-1995		1995-1996		1996-1997		1997-1998		1998-1999		1999-2000		2000-2001		2001-2002		2002-2003		2003-2004		2004-2005		2005-2006		2006-2007		2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021		2021-2022		2022-2023		2023-2024		2024-2025		2025-2026		2026-2027		2027-2028		2028-2029		2029-2030		2030-2031		2031-2032		2032-2033		2033-2034		2034-2035		2035-2036		2036-2037		2037-2038		2038-2039		2039-2040		2040-2041		2041-2042		2042-2043		2043-2044		2044-2045		2045-2046		2046-2047		2047-2048		2048-2049		2049-2050		2050-2051		2051-2052		2052-2053		2053-2054		2054-2055		2055-2056		2056-2057		2057-2058		2058-2059		2059-2060		2060-2061		2061-2062		2062-2063		2063-2064		2064-2065		2065-2066		2066-2067		2067-2068		2068-2069		2069-2070		2070-2071		2071-2072		2072-2073		2073-2074		2074-2075		2075-2076		2076-2077		2077-2078		2078-2079		2079-2080		2080-2081		2081-2082		2082-2083		2083-2084		2084-2085		2085-2086		2086-2087		2087-2088		2088-2089		2089-2090		2090-2091		2091-2092		2092-2093		2093-2094		2094-2095		2095-2096		2096-2097		2097-2098		2098-2099		2099-2100		2100-2101		2101-2102		2102-2103		2103-2104		2104-2105		2105-2106		2106-2107		2107-2108		2108-2109		2109-2110		2110-2111		2111-2112		2112-2113		2113-2114		2114-2115		2115-2116		2116-2117		2117-2118		2118-2119		2119-2120		2120-2121		2121-2122		2122-2123		2123-2124		2124-2125		2125-2126		2126-2127		2127-2128		2128-2129		2129-2130		2130-2131		2131-2132		2132-2133		2133-2134		2134-2135		2135-2136		2136-2137		2137-2138		2138-2139		2139-2140		2140-2141		2141-2142		2142-2143		2143-2144		2144-2145		2145-2146		2146-2147		2147-2148		2148-2149		2149-2150		2150-2151		2151-2152		2152-2153		2153-2154		2154-2155		2155-2156		2156-2157		2157-2158		2158-2159		2159-2160		2160-2161		2161-2162		2162-2163		2163-2164		2164-2165		2165-2166		2166-2167		2167-2168		2168-2169		2169-2170		2170-2171		2171-2172		2172-2173		2173-2174		2174-2175		2175-2176		2176-2177		2177-2178		2178-2179		2179-2180		2180-2181		2181-2182		2182-2183		2183-2184		2184-2185		2185-2186		2186-2187		2187-2188		2188-2189		2189-2190		2190-2191		2191-2192		2192-2193		2193-2194		2194-2195		2195-2196		2196-2197		2197-2198		2198-2199		2199-2200		2200-2201		2201-2202		2202-2203		2203-2204		2204-2205		2205-2206		2206-2207		2207-2208		2208-2209		2209-2210		2210-2211		2211-2212		2212-2213		2213-2214		2214-2215		2215-2216		2216-2217		2217-2218		2218-2219		2219-2220		2220-2221		2221-2222		2222-2223		2223-2224		2224-2225		2225-2226		2226-2227		2227-2228		2228-2229		2229-2230		2230-2231		2231-2232		2232-2233		2233-2234		2234-2235		2235-2236		2236-2237		2237-2238		2238-2239		2239-2240		2240-2241		2241-2242		2242-2243		2243-2244		2244-2245		2245-2246		2246-2247		2247-2248		2248-2249		2249-2250		2250-2251		2251-2252		2252-2253		2253-2254		2254-2255		2255-2256		2256-2257		2257-2258		2258-2259		2259-2260		2260-2261		2261-2262		2262-2263		2263-2264		2264-2265		2265-2266		2266-2267		2267-2268		2268-2269		2269-2270		2270-2271		2271-2272		2272-2273		2273-2274		2274-2275		2275-2276		2276-2277		2277-2278		2278-2279		2279-2280		2280-2281		2281-2282		2282-2283		2283-2284		2284-2285		2285-2286		2286-2287		2287-2288		2288-2289		2289-2290		2290-2291		2291-2292		2292-2293		2293-2294		2294-2295		2295-2296		2296-2297		2297-2298		2298-2299		2299-2300		2300-2301		2301-2302		2302-2303		2303-2304		2304-2305		2305-2306		2306-2307	
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APPENDIX IVPROJECTED RETIREMENTS

<u>Year</u>	<u>Elem. Prin.</u>	<u>Elem. V.P.</u>	<u>Sec. Princ.</u>	<u>Sec. V.P.</u>
1996	5		2	2
1997	3	1	2	1
1998	5	1	1	1
1999	1		1	3
2000	5		3	3
Total	19	2	9	10

AVERAGE YEARS OF SERVICES

(As a Principal/Vice-Principal)

Elementary Principal	5.3
Elementary Vice-Principal	1.1
Secondary Principal	5.1
Secondary Vice-Principal	5.5

APPENDIX V**ASSESSMENT CENTRE -- NOVEMBER 1994**

30 Assessors plus T. Fulton & K. Dubecki	32
5 Elementary / 6 Secondary Candidates	11
Total In Attendance	43

Occasional Teachers	
- Assessors - Assessment Centre Day & Feedback Day = 7 X 2	14
- Candidates - Assessment Centre Day 4 X 1	4
Total Occasional Teachers	18

Cost

Facility & Meals	\$,858.15
Occasional Teachers	<u>\$2,340.00</u>

TOTAL COST	\$3,198.15
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APPENDIX VI

Members of the
Committee to Review the Current Promotion Policy/Procedures
for Vice-Principals and Principals

Trustees Stewart (Chairman), Bishop and Cunningham
Don Goodridge, Director of Education and Secretary
Rick Binns, Superintendent of Human Resources
Murray Quinn, Superintendent of Schools, Lower City
Halina Sims, Co-ordinator of Staffing
Paul Murphy, Hamilton Secondary School Principals' Council
Phil Morgan, Hamilton Principals' Association
Doug Robb, Ontario Secondary School Teachers' Federation,
District 8, T.P.A.
Joyce Whittle, Ontario Public School Teachers' Federation
Joyce Schumacher, Hamilton Women Teachers' Federation
Laura Newkirk, Hamilton Council of Home and School Associations
David Nicholson, Hamilton and District Chamber of Commerce
Leanne Fraser, Hamilton and District Labour Council
Bradley Jones, Parent
Kathy Pauls, Student Council – Sherwood Secondary School

THE UNITED STATES OF AMERICA

ARTICLE II

Section 1. The executive Power shall be vested in the President of the United States of America.

He shall hold Office, during the Term of Years which may be provided by Law, but he shall not be re-elected to that Office for more than one Term.

He shall, before he enters on the Office of President, take the following Oath or Affirmation:—

"I do solemnly swear (or affirm) that I will faithfully execute the Office of President of the United States, and will to the best of my Ability, preserve, protect and defend the Constitution of the United States."

He shall have Power, by and with the Advice and Consent of the Senate, to make Treaties, provided two thirds of the Senators present concur; he shall nominate, and by and with the Advice and Consent of the Senate, shall appoint and dismiss Ambassadors, Ministers, Consuls, Judges of the Supreme Court, and all other Officers of the United States, whose Appointments are in his Power; he shall have Power to grant Reprieves and Pardons for all Offenses against the United States, except in Cases of Impeachment.

He shall have Power to fill up all the Vacancies in the Office of the United States, which may happen during the Vacancy of the Office, by appointing a Person to fill the Office until such Time as the Senate may advise and consent to the Appointment.

Education Centre
100 Main Street West
Hamilton, Ontario
1996 02 08

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be re-appointed to the Probationary Staff, effective 1996 03 01, with salary according to the salary schedule:

P. Bruce McLeod (S), 2/6 (2/3 Sem. 2)
Mark Sabourin (E)

(b) That Dale Porter be appointed to the Probationary Educational and Lunchroom Assistant Staff as an Educational Assistant (.5), effective 1996 01 08, with salary according to the salary schedule.

Contract Compliance

2. PERMANENT STAFF APPOINTMENTS

(a) That Paul Guagliano (S) be transferred to the Permanent Staff, effective 1996 02 21, with salary according to the salary schedule.

Confirmations

(a) That the following teachers be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Kathryn Brink (E), (Elementary School Vice-Principal), 1996 01 01
John Forbeck (E), (Elementary School Principal), 1996 02 21
Mary Johnson (E), (Elementary School Vice-Principal), 1996 02 21
Anne Luxon (E), (Elementary School Vice-Principal), 1996 02 21
Patricia Fulton (S), (Secondary School Principal), 1996 01 31
James Mackrory (E), (Elementary School Principal), 1996 01 01
Vesna Pankerichan (S), (Head of Department - Languages), 1996 01 31
Linda Woolfrey-Cooper (S), (Secondary School Vice-Principal), 1996 01 31

3. PROMOTIONS

(a) (i) That Marilyn Stewart (E) be appointed to the position of Acting Principal of an Elementary School, effective 1996 03 09, with salary according to the salary schedule. **Replacement**

(ii) That Adele Rayment (E) be appointed to the temporary position of Vice-Principal of an Elementary School, on an interim basis, effective 1996 03 09, with salary according to the salary schedule.

(iii) That Margaret Young (S) be appointed to the position of Acting Assistant Head of Department (English), effective 1996 03 01.

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the timetable of Elaine Crawford (S) be increased from 4/6 to 5/6 (2/3 Sem. 1 and 3/3 Sem. 2), effective 1996 03 01, with salary according to the salary schedule.

6. RETIREMENTS

(a) (i) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Barry R. Britton (S), 1996 02 29
Douglas H. French (S), 1996 08 31
Edward R. Gillis (S), 1996 06 30
Janyce Hadala (E), 1996 06 30
Bruce Hall (S), 1996 06 30
William D. Muirhead (S), 1996 06 30
Audrey Petzold (E), 1996 06 30
Arnold Rawana (S), 1996 06 30
Evelyn Silver (S), 1996 06 30
Elsie J. Thorn (S), 1996 06 30
P. Denis Weston (S), 1996 06 30

(ii) That the retirement of Margaret Roberts (S), effective 1996 01 31, approved at the December Board Meeting, be changed to delete the words " that the Board's gratuity be paid".

7. LEAVING EMPLOYMENT

(b) That the date, 1996 04 19, for Sharon Fisher, Administrative Assistant (Administrative Staff) to leave the employ of the Board, be approved.

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Louise Booth (E), 1996 03 01 to 1996 08 31
Lori Bourassa (S), 1996 02 01 to 1996 08 31
Cynthia DeSantis (E), 1996 04 01 to 1996 10 04
Nancy Holmes (S), 1996 03 04 to 1996 08 31

Marnie O'Brien (E), 1996 01 15 to 1996 08 31
Anne L. Simpson (S), 1996 03 01 to 1996 08 31
M. Elaine Twigg (E), 1995 10 27 to 1996 08 31

(b) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Lois Morin (Library Secretary, Clerical & Technical Staff), 1996 01 01 to 1996 06 30
Carol-Ann Robinson (Library Secretary, Clerical & Technical Staff), 1996 02 19 to 1996 08 16

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed to:

Laurel Karry (S), 1996 01 11 to 1996 08 31
Nancy Koegler (E), 1995 12 15 to 1996 05 31

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Kim Hutt-Taylor (S), 1996 02 01 to 1997 08 31
Kelly Kowalchuk (E), 1996 09 01 to 1997 08 31
Karen Price (E), 1996 02 23 to 1996 04 30
Lisa Reynolds (E), 1996 02 05 to 1996 03 15
Ronald Vine (E), 1996 03 01 to 1996 08 31

(b) That the request of Maxine Lane, Educational Assistant (Educational and Lunchroom Assistant Staff) for an extension of her Leave of Absence, effective 1995 12 11 to 1996 04 30, be granted.

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Alayne Allan (E), 1996 03 01
Virginia Allega-Di Sanza (E), 1996 02 26
Mavis Brown (E), 1996 01 08 (.5)
Beryl Burgoyne (S), 1996 09 01
Paula D. Gallant (S), 1996 03 04
Donna Mulligan (S), 1996 02 01
Marilyn Murray (E), 1996 01 31
Nancy Niessen (E), 1995 12 08
Carol Oliver (E), 1996 09 01
Melvin C. Oliver (E), 1996 09 01
Beverly Zalec (E), 1996 04 01

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Daniel Horne (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 02 05

Cindy Wolf (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 02 01

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

URBAN/MUNICIPAL

CAY ON HBL W26

A36

1996

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SPECIAL MEETING

URBAN MUNICIPAL

1996 02 06

FEB 9 1996

GOVERNMENT DOCUMENTS

TO THE CHAIRMAN AND MEMBERS
PERSONNEL AND ORGANIZATION COMMITTEE
(Trustees Darby, Cunningham, Hicks, Johnston, Korz, Paquin and
Stewart.)

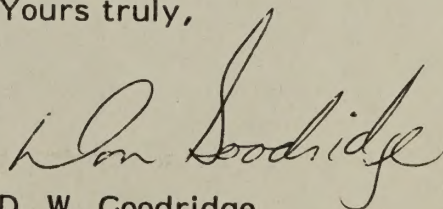
Ladies and Gentlemen:

As indicated on the February Agenda of the Personnel and
Organization Committee, enclosed are the following reports which will
be considered at the 1996 02 08 meeting:

- Staffing Report - Full Time Equivalent Positions
- Report on Supply Teacher Usage

Members are asked to bring these reports with them to the meeting.

Yours truly,



D. W. Goodridge
Director of Education
and Secretary

rt

Notice sent to all trustees.



THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

DECEMBER 31st ACTUALS												1995 ACTUALS					1996 ACTUALS					1995 BUDGET	
1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET						
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	420.76	420.76	420.76	406.56								420.76						
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	24.50	24.50	24.50	24.50								24.50						
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,569.95	1,569.95	1,569.95	1,569.95								1,559.65						
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	769.67	769.67	769.67	769.67								746.67						
- Vocational	116.67	107.67	100.67	87.00	70.00	61.00	61.00	61.00	61.00								70.00						
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00								33.50						
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00								9.00						
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33								13.00						
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	46.36	41.00	39.00	39.00								39.00						
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50								4.50						
- Vocational	2.14	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89								1.07						
Bus Supervisors	17.68	16.71	15.86	17.14	16.86																		
Educational Assistants	221.50	223.50	250.50	232.17	232.67	233.24	233.24	233.24	233.24								232.67						
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.13	2.13	2.13	2.13								2.70						
Ctrks/Maint/Whs/Asbestos	220.00	219.00	214.00	213.00	210.00	186.00	186.00	186.00	183.00								187.00						
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	298.00	299.00	299.00	299.00								304.00						
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	45.15	45.15	45.65	45.65								41.15						
- Consultants	0.33	0.33																					
- Clerical	0.50																						
- Educ Assist				4.33	4.33	3.83	3.83	3.83	3.83								3.33						
- Admin	0.50	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00								1.00						
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88	3,730.92	3,726.31	3,721.95	3,703.25								3,693.50						
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,236	4,195	4,151	4,120								4,089						
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707								18,000						
Enrolment - Elementary	* 25,811	*26,111	*26,387	*26,685	*27,084	*27,395	27,364	27,399	27,409								**27,300						
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	*12,343	11,919	11,645	11,386								**12,078						
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	*729	697	669	626								**824						
- Sec Vanier	* 399	*382	*465	*464	*480	*503	496	487	480								**518						
- T. R.	* 178	*160	*167	*164	*157	*160	161	158	161								**160						
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	*41,130	40,637	40,358	40,062								**40,880						

*September 30th Enrolments

Prepared by Human Resources February 5, 1996

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SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	16.0	249.5	10.0	9.5	4.5	0.5		17.0	291.0	301.5	47,133	48,747	95,880
FEBRUARY	19.0	26.5	454.5	9.0	5.5	3.0		1.0	41.5	514.5	398.5	62,286	55,230	117,516
MARCH	18.0	36.0	412.0	30.0	6.0	15.0		2.0	38.0	503.0	294.5	52,456	63,503	115,959
APRIL	18.0	42.0	243.5	8.0	16.0	15.5		2.0	31.5	316.5	379.0	40,216	55,983	96,199
MAY	22.0	121.0	361.0	40.0	23.0	10.0		16.0	44.0	494.0	574.0	69,438	65,017	134,455
JUNE	21.0	169.0	233.0	8.0	2.0	8.0		2.0	17.0	270.0	317.0	30,619	83,540	114,159
JULY														
AUGUST														
SEPTEMBER	18.0	21.5	239.0	2.0		9.0		0.5		250.5	219.5	31,209	21,059	52,268
OCTOBER	21.0	34.0	252.0	1.0	7.5	1.0	1.0	1.0		263.5	362.0	25,378	58,210	83,588
NOVEMBER	20.0	50.0	405.5	7.0	1.5	6.5		3.0		423.5	427.5	58,734	63,239	121,973
DECEMBER	16.0	37.5	241.5	2.0	2.0	1.0		2.0		248.5	359.5	54,393	35,505	89,898
TOTALS		553.5	3091.5	117.0	73.0	73.5	1.5	29.5	189.0	3575.0	3633.0	471,862	550,033	1,021,895
% Of Total			86.5	3.3	2.0	2.1	0.0	0.8	5.3					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	23.5	1343.0	13.0	2.0	36.5	47.0	9.5	51.5	1502.5	1503.5	207,695	155,755	363,450
FEBRUARY	20.0	40.5	1407.5	17.0	5.0	28.5	83.0	7.5	15.0	1563.5	1642.0	204,754	211,856	416,610
MARCH	16.0	30.0	992.5	3.0	5.0	40.5	80.5	9.5	44.5	1175.5	937.0	148,050	137,941	285,991
APRIL	18.0	50.5	1237.5	6.0	7.0	33.0	80.5	4.0	22.0	1390.0	1723.5	147,790	134,615	282,405
MAY	21.0	129.0	1225.0	13.0	3.0	20.0	45.5	15.0	28.5	1350.0	1575.0	163,724	150,041	313,765
JUNE	20.0	247.5	1035.5	52.0	1.0	26.5	41.0	8.5	47.0	1211.5	1189.5	128,312	133,780	262,092
JULY														
AUGUST														
SEPTEMBER	18.0	14.5	459.5	8.0			2.0	2.5		472.0	685.5	54,553	23,770	78,323
OCTOBER	21.0	32.0	1034.0	0.5	2.5	6.5	11.0	7.5		1062.0	1263.5	130,066	58,438	188,504
NOVEMBER	21.0	45.5	1398.5	2.0	7.5	39.5	14.0	4.0		1465.5	1843.0	190,729	79,648	270,377
DECEMBER	16.0	30.0	979.0	4.0	3.0	30.0	12.0	5.0		1033.0	913.5	169,480	25,019	194,499
TOTALS		643.0	11112.0	118.5	36.0	261.0	416.5	73.0	208.5	12225.5	13276.0	1,545,153	1,110,863	2,656,016
% Of Total			90.9	1.0	0.3	2.1	3.4	0.6	1.7					

REPORT OF SUPPLY TEACHER USAGE - DECEMBER 31, 1995

SECONDARY & ELEMENTARY													
MONTH	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	39.5	1592.5	23.0	11.5	41.0	47.5	9.5	68.5	1793.5	1805.0	254,828	204,502	459,330
FEBRUARY	67.0	1862.0	26.0	10.5	31.5	83.0	8.5	56.5	2078.0	2040.5	267,040	267,086	534,126
MARCH	66.0	1404.5	33.0	11.0	55.5	80.5	11.5	82.5	1678.5	1231.5	200,506	201,444	401,950
APRIL	92.5	1481.0	14.0	23.0	48.5	80.5	6.0	53.5	1706.5	2102.5	188,006	190,598	378,604
MAY	250.0	1586.0	53.0	26.0	30.0	45.5	31.0	72.5	1844.0	2149.0	233,162	215,058	448,220
JUNE	416.5	1268.5	60.0	3.0	34.5	41.0	10.5	64.0	1481.5	1506.5	158,931	217,320	376,251
JULY													
AUGUST													
SEPTEMBER	36.0	698.5	10.0			2.0	3.0		722.5	905.0	85,762	44,829	130,591
OCTOBER	66.0	1286.0	1.5	10.0	7.5	12.0	8.5		1325.5	1625.5	155,444	116,648	272,092
NOVEMBER	95.5	1804.0	9.0	9.0	46.0	14.0	7.0		1889.0	2270.5	249,463	142,887	392,350
DECEMBER	67.5	1220.5	6.0	5.0	31.0	12.0	7.0		1281.5	1273.0	223,873	60,524	284,397
TOTALS	1196.5	14203.5	235.5	109.0	334.5	418.0	102.5	397.5	15800.5	16909.0	2,017,015	1,660,896	3,677,911
% Of Total		89.9	1.5	0.7	2.1	2.6	0.6	2.5					142.9

1995 BUDGET
\$2,574,000

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1996

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1996 03 05

URBAN MUNICIPAL

Confirmation of the minutes of the regular meeting of 1996 02 08.

MAR 7 1996

GENERAL

GOVERNMENT DOCUMENTS

NEW BUSINESS:

1. Presentation from Expense Reduction Analysts re Attendance Management Program and Proactive Medical Management Program See separate sheet
2. Recommendations of the Superintendent of Human Resources Pages 1 to 2
3. Staffing Report – Full Time Equivalent Positions Page 3
4. Report on Supply Teacher Usage Pages 4 to 5
5. Temporary Assistance Report
 - Substitute Cleaner/Casual Assistance Usage Pages 6 to 7
 - Temporary Assistance Expenditures Pages 8 to 9

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 10 to 16

Education Centre
100 Main Street West
Hamilton, Ontario
1996 03 05

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENTS**

Confirmation

(a) That Dianne Husack be confirmed in the position of Senior Speech/Language Pathologist (Administrative Staff), effective 1996 02 01, with salary according to the salary schedule.

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS**

(a) That the resignation of Alina Jones, Cleaner (Cleaning Staff) for the purpose of retirement, effective 1996 03 31, be accepted with regret and the Board's gratuity be paid.

7. **LEAVING EMPLOYMENT**

(a) That the dates for the following staff to leave the employ of the Board, be approved:

James Male (Cleaner, Cleaning Staff), 1996 02 12

Keith Seguin (Staff Assistant - Electrical, Administrative Staff), 1996 03 01

8. **LEAVES**

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Linda Sheppard (Secretary, Clerical and Technical Staff) at a previous meeting be changed to 1996 02 14 to 1996 08 21.

Leave Extension

(a) That the request of Ingrid Scott, Head Librarian (Administrative Staff) for an extension of her Leave of Absence, effective 1996 04 11 to 1997 04 11, be granted.

Return from a Leave of Absence

(a) That the following staff be returned from a Leave of Absence, effective as shown:

Kerry Fliss (Secretary, Clerical & Technical Staff), 1996 02 12

Dilys McIlveen (Cleaner, Cleaning Staff), 1996 02 12

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns

Superintendent of Human Resources

dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUALS					1995 ACTUALS					1996 ACTUALS					1995 BUDGET	
	1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	419.76	419.76	419.76	419.76	407.56	407.56						419.76
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50						25.50
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95						1,561.65
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	771.58	772.92	772.92	772.92	772.92	758.58						746.67
- Vocational	116.67	107.67	100.67	87.00	70.00	61.00	61.00	61.00	61.00	61.00	60.33						70.00
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00						33.50
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00						9.00
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33						13.00
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	52.30	46.36	41.00	39.00	39.00	39.00						39.00
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50						4.50
- Vocational	2.14	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89						1.07
Bus Supervisors	17.68	16.71	15.86	17.14	16.86												
Educational Assistants	221.50	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17						232.67
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14						2.70
Ctks/Maint/Whs/Asbestos	220.00	219.00	214.00	213.00	210.00	186.00	186.00	186.00	186.00	181.00	181.00						187.00
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	298.00	298.00	299.00	299.00	299.00	299.00						304.00
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	39.90	39.90	39.90	39.90	40.90	40.90						39.15
- Consultants	0.33	0.33															
- Clerical	0.50																
- Educ Assist				4.33	4.33	3.83	3.83	3.83	4.33	5.33	5.33						3.33
- Admin	0.50	0.50	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00						1.00
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88	3,730.85	3,726.25	3,721.89	3,720.39	3,705.19	3,690.18						3,693.50
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,236	4,195	4,151	4,137	4,121	4,107						4,089
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707						18,000
Enrolment - Elementary	* 25.811	*26,111	*26,387	*26,685	*27,084	*27,395	27,364	27,399	27,397	27,409	27,378						**27,300
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	*12,343	11,919	11,645	11,501	11,386	11,568						**12,078
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	*729	697	669	648	626	668						**824
- Sec Vanier	* 399	*382	*465	*464	*480	*503	496	487	483	480	491						**518
- T. R.	* 178	*160	*167	*164	*157	*160	161	158	159	161	161						**160
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	*41,130	40,637	40,358	40,188	40,062	40,266						**40,880

*September 30th Enrolments

Prepared by Human Resources March 5, 1996

SECONDARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	\$ Expense	Long Term Occasional
JANUARY	16.0	11.5	213.5		4.0	4.0		2.5		224.0	291.0	30,925	47,491
FEBRUARY													
MARCH													
APRIL													
MAY													
JUNE													
JULY													
AUGUST													
SEPTEMBER													
OCTOBER													
NOVEMBER													
DECEMBER													
TOTALS		11.5	213.5		4.0	4.0		2.5		224.0	291.0	30,925	47,491
% Of Total			95.3		1.8	1.8		1.1					78,416

ELEMENTARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	\$ Expense	Long Term Occasional
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	109,851	130,895
FEBRUARY													
MARCH													
APRIL													
MAY													
JUNE													
JULY													
AUGUST													
SEPTEMBER													
OCTOBER													
NOVEMBER													
DECEMBER													
TOTALS		23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1083.5	109,851	130,895
% Of Total			94.1	1.1	0.5	2.7	1.1	0.4					240,746

REPORT OF SUPPLY TEACHER USAGE - JANUARY 31, 1996

SECONDARY & ELEMENTARY													
MONTH	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1793.5	140,776	178,386	319,162
FEBRUARY													
MARCH													
APRIL													
MAY													
JUNE													
JULY													
AUGUST													
SEPTEMBER													
OCTOBER													
NOVEMBER													
DECEMBER													
TOTALS	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1374.5	140,776	178,386	319,162
% Of Total		94.3	0.9	0.7	2.6	0.9	0.6						9.1

PROPOSED 1996 BUDGET
\$3,500,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1996

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1996 Total # of Days	1995 Total # of Days	1996 \$ Expense
JANUARY	22	670	303	2	406	1,381	1,427	71,752
FEBRUARY								
MARCH								
APRIL								
MAY								
JUNE								
JULY								
AUGUST								
SEPTEMBER								
OCTOBER								
NOVEMBER								
DECEMBER								
TOTALS		670	303	2	406	1,381	1,427	71,752

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
March 5, 1996

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1995

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1995 Total # of Days	1994 Total # of Days	1995 \$ Expense
JANUARY	21	703	452		272	1,427	1,340	74,814
FEBRUARY	20	695	509	6	168	1,378	1,134	76,708
MARCH	23	706	584	3	236	1,529	1,495	79,601
APRIL	18	503	398		196	1,097	1,203	56,520
MAY	22	635	448		303	1,386	1,443	69,305
JUNE	22	542	535		355	1,432	1,581	62,984
JULY	20	474	544	34	94	1,146	1,370	68,017
AUGUST	22	536	556	8	170	1,270	1,534	71,995
SEPTEMBER	20	518	476		198	1,192	1,386	59,133
OCTOBER	21	588	477		247	1,312	1,341	65,853
NOVEMBER	22	657	506		226	1,389	1,378	73,516
DECEMBER	18	520	299		335	1,154	1,280	56,711
TOTALS		7,077	5,784	51	2,800	15,712	16,485	\$815,157

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
March 5, 1996

	YTD EXPENSE AS OF		1996 BUDGET	YTD EXPENSE AS OF		EXPLANATION
	1995 BUDGET	DEC 31/95		JAN 31/96		
Central Depts. & Area Offices						
- Admin. Services	20,454	23,652				
- Computer Services	50,000	40,247				
- Security/Parking	148,360	164,264			5,725	Building & Parking Security Guards
- Director's Office		639				
- Ed Centre (General)		317				
- Finance	84,768	43,617			4,037	Extra Assistance, FIS Project
- Human Resources	102,707	78,679			164	Replacement for illness
- Program Departments	141,575	147,354			2,637	Christie Conserv., Kit Services, Paikin Libr Stud., Program - Clerical Assist.
- Lower City Office	800	403				
- Mountain Office	800	440				
- Area 1 Office						
- Area 2 Office						
- Area 3 Office						
- Area 4 Office						
- Area 5 Office	1,100					
School Services						
- Student Assistance	16,000	19,327				
- Elementary School Clerical	70,000	93,795			2,149	Replacement for illness
- Secondary School Clerical	39,000	31,338			3,262	Replacement for illness
- Equipment Repair	19,000	39,426			1,814	Co-op Students
Regular Day School						
- Student Assistance	5,000	6,549				
Plant Operation						
		396				
Plant Maintenance						
	900					
Other Operating						
		4,865				
GRAND TOTAL	\$700,464	\$695,308				\$19,788

1995 TEMPORARY ASSISTANCE EXPENDITURES

1995 BUDGET	YTD EXPENSE AS OF JAN 31/95	YTD EXPENSE AS OF MAR 31/95	YTD EXPENSE AS OF JULY 31/95	YTD EXPENSE AS OF SEPT 30/95	YTD EXPENSE AS OF NOV 30/95	YTD EXPENSE AS OF DEC 31/95	EXPLANATION
Central Depts. & Area Offices							
- Adm'n. Services	20,454	2,640	7,178	23,463	23,463	23,652	Replacement for staff - Printing, Switchboard, Research
- Computer Services	50,000	5,519	28,126	31,179	36,456	40,247	IIS Project Assistance, Co-op Student
- Security/Parking	148,360	5,483	35,406	97,625	147,881	164,264	Building & Parking Security Guards
- Director's Office					639	639	Replacement Coverage
- Ed Centre (General)		317	317	317	317	317	Archives Researching
- Finance	84,768	554	554	22,211	28,516	43,617	Extra Assist - Acct Payable Yr. End, Provin Grant Reports, FIS Project
- Human Resources	102,707		1,423	69,654	70,873	78,679	Tchrs Seniority Lists, Anti Racism Impl. Plan, E.I.S. Project
- Program Departments	141,575	6,091	34,823	103,957	108,083	147,354	Christie Conserv., Kit Services, Program Support Staff - Clerical Assistance
							Accom. assist., Paikin Libr & Co-op Students, Psych Testing
- Lower City Office	800			403	403	403	Clerical Assistance
- Mountain Office	800			440	440	440	Clerical Assistance
- Area 1 Office							
- Area 2 Office							
- Area 3 Office							
- Area 4 Office							
- Area 5 Office	1,100						
School Services							
- Student Assistance	16,000	221	11,109	14,263	18,552	19,327	Library, Textbook Student Assistance
- Elementary School Clerical	70,000	2,792	20,419	62,250	64,004	93,795	Replacement for illness, Extra Assistance - Lisgar Fire
- Secondary School Clerical	38,000	1,273	3,578	15,405	18,313	31,338	Replacement for illness
- Equipment Repair	19,000	343	9,682	28,027	33,019	39,426	Co-op Students
Regular Day School							
- Student Assistance	5,000	301	3,343	6,549	6,549	6,549	Science Lab Student Assistance, City Choir
Plant Operation							
			396	396	396	396	Replacement for illness
Plant Maintenance							
	900						
Other Operating							
		237	237	4,616	4,741	4,865	Mohawk Trail, Community School Clerk
GRAND TOTAL	\$700,464	\$25,771	\$156,591	\$531,022	\$640,244	\$695,308	

Education Centre
100 Main Street West
Hamilton, Ontario
1996 03 05

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(b) That the following staff be appointed to the Probationary staff in the positions stated, effective as shown, with salary according to the salary schedule:

Patricia Gallo, Attendance Clerk (Clerical and Technical Staff), 1996 03 25

Replacement

Allan Mills, Educational Assistant (Educational and Lunchroom Assistant Staff), 1996 02 12

Contract Compliance

2. PERMANENT STAFF APPOINTMENTS

(a) That Kristi Downs (E), be recalled and appointed to the Permanent Staff, effective 1996 03 01, with salary according to the salary schedule.

Replacement

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) (i) That the timetable of Kathryn Duguay (S) be increased from 5/6 to 6/6 (3/3 Sem. 1 and Sem. 2), 1996 02 01 to further notice, with salary according to the salary schedule.

Replacement

(ii) That the timetable increase for Elaine Crawford (S), approved at a previous meeting, be changed to read "from 5/6 to 6/6 (3/3 Sem. 1 and Sem. 2), effective 1996 03 01, with salary according to the salary schedule".

Replacement

6. RETIREMENTS

(a) (i) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Margaret Anderson (E), 1996 06 30
William Clark (S), 1996 06 30
Mark Collington (S), 1996 06 30
Boris Dusanowsky (S), 1996 06 30

I. George Fischer (S), 1996 06 30
Gary P. Gerth (S), 1996 06 30
Mary Gledhill (E), 1996 06 30
Gerald Hagen (S), 1996 06 30

Lily Hewins (E), 1996 06 30
 John C. Hill (S), 1996 04 30
 Michi Koike (E), 1996 06 30
 Victor Lepp (E), 1996 06 30
 J. Sharon Mitchell (S), 1996 06 30

Walter Moir (E), 1996 06 30
 Janet M. Norris (E), 1996 06 30
 David Rutter (S), 1996 08 31
 Arthur Shore (S), 1996 06 30

(ii) That the resignations of the following teachers for the purpose of retirement, effective as shown, be accepted with regret:

Lyn Baillie (S), 1996 03 15
 Anne Marie Marion (E), 1996 06 30
 Linda Redfearn (E), 1996 06 30

7. LEAVING EMPLOYMENT

(a) That the date, 1996 08 31, for the following teachers to leave the employ of the Board, be approved:

Jeremy Abrahams (S)
 Patricia Adam (E)
 Bruce Adams (E)
 Zaitoon Adatia (S)
 Arlene Albrich (S)
 Tracy Allan (E)
 Judith Ambrose (E)
 David Andrus (S)
 Mary Arnold (S)
 Biljana Arsovic-Filice (E)
 Maureen Ash (S)
 Tracey Austin (S)
 Joseph Bajkor (S)
 Natalie Bastow (E)
 Philip Beard (S)
 Terrence Beaupre (S)
 Josee Bergeron-Scibetta (E)
 Mark Berneche (E)
 Theresa Bernhardt (E)
 Lorenzo Binotto (S)
 Erin Birch-Jones (E)
 Douglas Bishop (S)
 Katherine Black (E)
 Colleen Blacklock (E)
 John Blackmore (S)
 Annette Bodo (E)
 Sandra Bonbled (E)
 Lisa Borkovich (S)
 Lori Bourassa (S)
 John Bradley (S)
 Sharon Bray (S)
 Peter Brent (S)
 Catherine Bresnahan (E)

Virginia Brisbin (S)
 Richard Brooks (S)
 Glen Brown (E)
 Lisa Brown (E)
 Paul Brown (S)
 Marilyn Brown (S)
 Robert Bukvic (S)
 J. Ian Calderwood (S)
 Stewart Cameron (E)
 Cynthia Campanella (E)
 Chantel Campbell (E)
 Rose Cantagalli (E)
 Julie Capretta (E)
 Rhonda Chaimovitz (E)
 William Challis (S)
 Helen Charalambopoulos (S)
 Arlene Charters (E)
 Trevor Chiasson (E)
 Lesley Chiasson (E)
 Kawong Chung-Shipman (E)
 Sharron Ciannavei (E)
 Gordon Cillis (S)
 Adrienne Cimba (E)
 Peter Cipriani (S)
 Karen Ciprietti (S)
 Heather Clark (E)
 Joni Clark (S)
 Jennifer Clayton (E)
 Jane Clouston (S)
 Carrie Collins (S)
 Kim Compton (E)
 Theodore Connor (S)
 Assunta Consoli (S)

William Constable (E)	Hans Eckart (S)
Suzanne Contant (E)	Mary Elliott (E)
Glenn Cooke (S)	Michael Elmer (E)
Bruce Cooke (S)	Catherine Erb (E)
Nancy E. Cooper (E)	Michele Fairfield (S)
Nancy M. Cooper (E)	Jeannine Falasca (S)
Isabel Copeland (S)	Michelle Fawcett (E)
Kathryn Cornett (E)	Deborah Finn-Flaherty (E)
Glenn Corriveau (E)	Margaret Fong (E)
Rita Corsini (E)	Donna Fortman (E)
Susanna Costa-Popovich (E)	Leslie Francey (E)
Angelo Costanzo (S)	Sylvie Francis (E)
Leslie Cramer (S)	Barbara Fraser (S)
Louise Creaghan (S)	Robert Fraser (S)
Sharon Crechiola (E)	John Fredette (S)
Susan Crossgrove (E)	Randall Gallant (S)
Brenda Csardos (S)	Eleanor Gallagher (S)
Arthur Cseresnyes (S)	Richard Gallo (S)
Mark Cuicani (E)	Norine Galvin (S)
Angela Cutulle (E)	William Gemmill (E)
Francois Cyr (E)	Paul Gerard (S)
Silvia D'Agruma (S)	Paul Giacomelli (E)
Paul Daignault (S)	Irene Gibb (E)
Franciska Daines (E)	Edward Gondar (E)
Eirlys Davies (E)	Cynthia Goodridge (E)
Donna Day (E)	Lynette Gossen (E)
Ghislaine Dean (S)	Kelly Grace (E)
Jyoti DeHaan (S)	Loriann Graff (E)
Sandra Della Maestra (S)	Brian Greig (S)
Jane DeRoo (E)	Alisa Greve (E)
Carol Desoer (E)	Paul Guagliano (S)
Gary Deveau (S)	Sonya Gusenbauer (E)
Jaimie Dianda (E)	Dorothy Haartman (E)
Joan DiBerardo (S)	Mark Hadala (E)
Rita DiCenzo (S)	Denise Hagger (S)
Sandra DiFelice (E)	Wesley Hahn (E)
Frances DiIorio (S)	Mark Hamill (S)
Kathryn Dilar (S)	Kenneth Hammond (E)
Nicolino DiLeo (S)	James Hand (S)
Laura DiMatteo (E)	Lucy-Jane Hannaford (S)
Nishat Din (S)	Thomas Harber (S)
Darlene Disalvia (E)	Clare Hargreaves (S)
Kristi Downs (E)	Donald Harman (S)
Suzanne Dube (S)	David Harper (E)
Norma Ducau (S)	John Hashimoto (E)
Kathryne Duguay (S)	Lois Haslett (E)
Stephen Dunn (S)	Kelly Hayes (E)
Caryl Durst (S)	Laura Helt (E)
Elysia Dywan (S)	Christopher Heron (E)

Virginia Hewick (E)	Joanne Lovell (E)
Gary Hewitt (E)	Valerie Lowrey (E)
Nancy Hill (E)	Christine Ludkin (E)
Paul Hitchcock (S)	Betty Lukey (S)
Douglas Ho (E)	Melinda Lula (S)
Klaus Hoeg (S)	Jeannine MacIsaac (S)
Sandra Holmes (S)	Donna Mackenzie (S)
Nancy Holmes (S)	Richard MacKinnon (S)
Jennifer Holmes-Dziuba (E)	Jeffrey Mackness (S)
Lauren Howard (E)	Catherine Magowan (E)
Jean Hughes (S)	Dee Maharajh (E)
William Hutchinson (E)	Janice Maikawa (S)
Kim Hutt-Taylor (S)	Barbara Maniel (E)
Dean Huyck (S)	Marvin Marcinko-Kuehn (S)
Wayne Inglehart (S)	Wendy Martin (E)
Graig Ireland (E)	Joan Massey (S)
Susan Jackson-Bosher (E)	Robert Maudsley (E)
Constance Jain (E)	Kathryn Maudsley (E)
Stephen James (E)	Lisa May (S)
Patricia Jerome (E)	Joseph May (S)
Jacqueline Johnson (E)	Hermon Mayers (E)
Katherine Joynt (S)	Keith Mayner (E)
Betty Kalafatis (E)	Deborah McAlpine (S)
Heather Kane (E)	Catherine McCluskey (E)
George Karambelas (S)	Jennifer McConnell (S)
Laurel Karry (S)	Sandra McCormick (E)
Andrea Kay (E)	Patricia McCulloch (S)
Debra Kerr Pendlebury (E)	Janine McCullough (S)
Jennifer Kerr-Dittrich (E)	Patricia McEachren (S)
Bonnie Kinal (E)	Darlene McFadden-Hart (S)
Paul Kislinsky (S)	Rodney McHaffie (E)
George Knill (S)	Neil McIlveen (S)
Doreen Knowles (S)	Darlene McIlveen (S)
Ivan Kocmarek (S)	Barbara McIlveen (S)
Kathryn Kohler (E)	Margaret McInerney (S)
Karen Koop (E)	Susan McKague (S)
Janice Kovar (S)	Patrick McKenna (E)
Kelly Kowalchuk (E)	P. Bruce McLeod (S)
John Kozolanka (E)	Robert McManus (E)
Lynn Krusto (E)	Karen McPhee (E)
Victoria Kudrenski (S)	Melanie McPherson (E)
Sandra LaMantia (E)	Elizabeth McQueen (S)
Cynthia Lea (E)	Brian McVittie (E)
Stephen Lees (S)	Alice Mendelsohn (E)
Sandra Levy (E)	Dianne Merriam (S)
Maelly Lew (S)	Margaret Mete (E)
Heather Lewis (S)	Mark Miculan (S)
Patricia Loney (S)	Angela Middaugh (S)

Angela Migliore (E)
 Penelope Mitton (E)
 Tom Mlekuz (S)
 Heather Moffat (S)
 Carol Moffatt (E)
 Kathleen Moir (E)
 Allison Montgomery (E)
 Marlo Moore (E)
 Jeffrey Moore (S)
 Monica Moran (E)
 Reece Morgan (S)
 Louise Morissey (S)
 Mary-Margaret Morris (E)
 Kathleen Morris (S)
 Susan Morrone (E)
 Cherylin Moses (E)
 Mark Moses (E)
 Barbara Moskaluk (E)
 Gregory Motolanez (E)
 Catherine Munro (S)
 Eileen Murgatroyd (S)
 Jane Murray (S)
 Karen Must (E)
 Norah Navin (S)
 Joanne Nicholls (S)
 John Niessen (S)
 Tessa Nieuwenhuis (S)
 Diane Nishizaki (E)
 Gary Nolan (S)
 Mahida Nolan (S)
 Dale Obermeyer (E)
 Lorraine Oliver (E)
 Tara Opie (E)
 Donald Orsi (S)
 Rose Orta (S)
 Michelle Paquette (E)
 Sandra Patterson (E)
 Nancy Peirce (E)
 Judith Penner (E)
 Roberta Pentland (S)
 Clodette Perri (S)
 Theodosia Perry (E)
 Maria Persichini (S)
 Cynthia Philip (E)
 Richard Piet (S)
 Roseli Pietrantonio (E)
 Kelly Pike (S)
 Elaine Pilgrim-Susi (E)

Corie Pillinini (S)
 James Pirrie (S)
 Margaret Plant (E)
 Brian Playfair (E)
 Heinz Plessl (S)
 Lynda Pollock (E)
 James Poot (S)
 Michael Popek (E)
 Stephen Potter (S)
 Donna Prystie (S)
 Nancy Psarakis (E)
 Ruth Purdy (S)
 Michelyn Putignano (S)
 Sharon Rattray (E)
 Lisa Read (E)
 Scott Read (E)
 Ene Readyhough (S)
 Mark Reese (S)
 Janice Reese (S)
 Wendy Reeson (E)
 Maureen Reid (E)
 Lisa Reynolds (E)
 Suzanne Rich (E)
 Deanna Richardson (E)
 Marguerite Richer (E)
 Anita Ridderstap (E)
 Maria Rikic-McCarthy (S)
 Maryann Rimac (E)
 Heidemarie Rinas (S)
 Gregory Rodgers (E)
 Susan Rodgers (E)
 Brad Rogers (E)
 Antonietta Romano (E)
 Sharon Roth (S)
 Delores Ruff (S)
 Patricia Rybski (S)
 Irene Sabat (S)
 Mark Sabourin (E)
 Cherilyn Salciccioili (E)
 Tanya Sanders (E)
 Aleida Sanderson-Bagchus (S)
 Nadine Sands (E)
 Lisa Sanelli (E)
 Lisa Savage (E)
 John Scarcelli (S)
 Adele Schiedel (S)
 Cynthia Schien (E)
 Catherine Schnarr (E)

Paula Scott (S)
 Racheline Seidelman (E)
 Keitha Seneco (S)
 Theresa Sgambato (S)
 Jody Shaboluk (S)
 Susan Shaker (S)
 Eileen Shannon (S)
 Elizabeth Sharples (E)
 Mark Simpson (E)
 Anne Simpson (S)
 Scott Sincerbox (E)
 Carol Sindall (E)
 Gail Slater (E)
 Deborah Smith (E)
 Kenneth Smith (S)
 Linda Smith (S)
 Lynsey Sober (S)
 Mary Sobota (E)
 Mark Spera (S)
 Marion Spino (S)
 Robert Spree (S)
 Patricia Squire (E)
 Kristina Stasiulis (S)
 Sharon Stephanian (S)
 Elaine Stewart (E)
 Edward Stodulka (E)
 Aleksandar Stosich (S)
 Nanci-Jane Stringer (E)
 Martin Strobl (S)
 Augustina Sturgess (E)
 Kasturie Surat (S)
 Joan Sybersma (E)
 John-Paul Szarak (S)
 Paul Szczry (E)
 Donna Talbot (E)
 Tara Tandan (S)
 Madeleine Tanglao-Dwyer (E)
 Carol Taylor (S)
 Wayne Teicht (S)
 David Thierry (E)
 J. Larry Thomas (E)

Jeffrey Thomas (S)
 Graham Timms (S)
 Janice Tomlinson (E)
 Annette Tonogai (S)
 Steven Toth (S)
 Pieter Toth (S)
 Jacqueline Trapp (E)
 Kathryn Tuite (E)
 Sharon Turner (E)
 Fiona Valiquette (E)
 Kim Vallentin (E)
 Wendy Vandenburg (E)
 Abe Vander Laan (E)
 Beata Vertes (S)
 Michelle Visca-Facciuolo (S)
 Paul Vukosa (S)
 Darlene Wall (S)
 Catharine Wallace (E)
 Susan Ward (E)
 Julie Warriner (E)
 R. Kim Watt (E)
 John Weare (E)
 Catherine Webster (E)
 Ernst Weinhardt (S)
 Robert Weiss (S)
 Timothy White (E)
 Penny White (E)
 Scott Whittington (E)
 John Whitwell (S)
 Lois Wichman (E)
 Evelyn Wilkie (S)
 Sidney Willford (S)
 Kenneth Williams (E)
 Gail Williams (S)
 Anne-Marie Wilson (S)
 Janet Wolfe (E)
 Brenda Wood-Martin (E)
 Barbara Wynn-Jones (E)
 Radia Younes (S)
 Sonia Zolis (E)

33 Probationary + 195 Permanent = 228 Elementary Terminations

11 Probationary + 198 Permanent = 209 Secondary Terminations

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Kawong Chung-Shipman (E), 1996 03 01 to 1996 08 31
 Caryl Durst (S), 1996 04 08 to 1996 08 31
 Susan Garlough (E), 1996 03 18 to 1996 08 31
 William Gemmill (E), 1996 03 18 to 1996 08 31
 Debra Ann Kerr-Pendlebury (E), 1996 06 03 to 1996 08 31
 Janice Kovar (S), 1996 05 13 to 1996 08 31
 Sandra McCormick (E), 1996 05 06 to 1996 08 31
 Susan Morrone (E), 1996 03 25 to 1996 08 31
 Ian Waltenbury (E), 1996 01 30

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed to:

Anna Gusenbauer (E), 1996 01 09 to 1996 05 06
 Laurel Karry (S), 1996 01 11 to 1996 08 31

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Kathryn Archer (E), 1996 09 01 to 1997 08 31
 Cindy Cosentino (E), 1996 03 25 to 1996 08 31
 Frances DiIorio (S), 1996 04 01 to 1996 06 07
 Michelle A. Fawcett (E), 1996 03 12 to 1996 03 29

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Lesley Chiasson (E), 1996 03 04
 Brenda J. D'Agostino (E), 1996 04 01
 Marnie O'Brien (E), 1996 09 01
 Lisa Reynolds (E), 1996 03 18
 Heidemarie Rinas (S), 1996 03 18
 Joyce Schumacher (E), 1996 09 01

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
 Superintendent of Human Resources

EXPENSE REDUCTION ANALYSTS***BRIEF FOR THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON******PREPARED BY DREW HICKERSON***

PROGRAMS OFFERED

- ♦ ATTENDANCE MANAGEMENT
 - ♦ PROACTIVE MEDICAL MANAGEMENT
-

ATTENDANCE MANAGEMENT

- ♦ Recognition of sick leave patterns
- ♦ Impact on employees, colleagues and their clientele
- ♦ Direct management action for chronic abusers
- ♦ Objective: change in mind-set

BENEFITS

- ♦ Allows Principals to focus on major educational issues
- ♦ Recognition by employees that Board is committed to improvements
- ♦ Spill-over of improved attitude to all employees
- ♦ Reduction in costs
- ♦ Appreciation of Board's actions to deal with attendance issues

PROACTIVE MEDICAL MANAGEMENT

- ♦ Includes time loss review
- ♦ Timely attention to employee medical needs
- ♦ Continuing attention to monitor progress
- ♦ Improved productivity
- ♦ Recognition that Board takes active interest in occupational health

BENEFITS

- ♦ Responsive treatment resulting in reduced lost time
 - ♦ Control over W.C.B. claims
 - ♦ Reduction in W.C.B. claims costs
 - ♦ Demonstrates Board's concern with employees' health
-

ADVANTAGES OF ERA PROPOSAL

- ♦ Professional focus addressing on-going problems
- ♦ Controls Board's scarce financial resources
- ♦ Improves accountability
- ♦ Complements Board's existing strategies

PROJECT OF 2011

- * ATTENDANCE MANAGEMENT
- * PERSONAL MEDICAL MANAGEMENT

ATTENDANCE MANAGEMENT

- * Management of all health services
- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial

PERSONAL MEDICAL MANAGEMENT

- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial

PERSONAL MEDICAL MANAGEMENT

- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial

PERSONAL MEDICAL MANAGEMENT

- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial

PERSONAL MEDICAL MANAGEMENT

- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial
- * Review of all health services and their financial

URBAN/MUNICIPAL
CAY ON HBL W26
A36
1996

URBAN MUNICIPAL

APR 15 1996

AGENDA

GOVERNMENT DOCUMENTS

PERSONNEL AND ORGANIZATION COMMITTEE

1996 04 11

Confirmation of the minutes of the regular meeting of 1996 03 05.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Response from the Officials to the Presentation from Expense Reduction Analysts re Attendance Management Program and Proactive Medical Management Program Pages 1 to 2

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 3 to 4
2. Staffing Report - Full Time Equivalent Positions Page 5
3. Report on Supply Teacher Usage Pages 6 to 9
4. Update on Office, Clerical and Technical Unit (OCTU) Layoff
- Requested by Trustee Orban

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 10 to 12

1996 04 11

To: The Chairman & Members
Personnel & Organization Committee
Board of Education
Hamilton, Ontario

From: Rick Binns, Superintendent of Human Resources Services

Re: Attendance Management Program and Proactive Medical Management Program

Report: For Decision

Background

Mr. Drew Hickerson, President of Expense Reduction Analysts (formed in 1993), presented his proposal re Attendance Management Program and Proactive Medical Management Program at the 1996 03 05 Personnel & Organization Committee meeting. Also present was Dr. F. Shapiro and his son, Mr. B. Shapiro from the Wilson Medical Centre.

Prior to this, Mr. Hickerson's previous proposals, Attendance Improvement Program for Caretakers, Cleaners & Others, and Attendance Management and Principal Mentoring Programs, were received by Senior Management and referred to Human Resources for review and response. Slight modifications were made to each of his proposals, in alignment with our own Attendance Management Procedures. If contracted, Mr. Hickerson, or any other organization, will be an agent of the Board and free from any Protection of Personal Privacy restrictions governing release of employee sick leave information.

Through discussions with Mr. Hickerson, data gathering, and analysis, we have given careful consideration of this offer of service to the Board.

Issue

To enter into a contract with Expense Reduction Analysts and Wilson Medical Centre.

Recommendation

No action be taken at this time.

Rationale

1. A review of one full year of implementation of the Attendance Management Procedures (September, 1996) will ascertain the effectiveness of our program and determine the need to outsource assistance in this regard.
 2. Should outsourcing assistance be required, Human Resources Services will take action through the Request For Proposal procedure.
 3. Implementation of Mr. Hickerson's program requires a substantial time commitment from members of Human Resources staff. Someone will be required to prepare a minimum of 100 profiles for "core" employees, respond to Mr. Hickerson's recommendations regarding "core" employees on a weekly basis, and maintain the minimum level of 100 employees in this program during the life of the contract.
-

2 -

4. Requests for information concerning "how" the ERA program works, sample costing, and legal support of this program have not demonstrated significant difference from our procedures. Our own Attendance Management Program addresses absenteeism resulting from illness in a similar manner, without incurring additional costs.
 5. The Board currently employs the services of a medical practitioner, as required for medical reviews.
 6. School administrators have expressed concern about entering into another Attendance Management Program before our current program has been reviewed.
 7. Mr. Hickerson indicated a saving of \$ 20 000 to the Board. No documentation was provided to substantiate this claim.
 8. Other Boards of Education (such as Lincoln County, and Niagara South Boards of Education were approached by Mr. Hickerson, and have chosen not to enter into a service contract.
 9. Other questions which remain unanswered:
 - Is Mr. Hickerson bondable?
 - Who will be responsible for the cost of grievances and arbitration resulting from the "discussions" with employees?
 - Who else offers this service?
 - Is another attendance management program a service that we require?
-

Education Centre
100 Main Street West
Hamilton, Ontario
1996 04 11

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignations of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Ruby Belmore (Cleaner, Cleaning Staff), 1996 06 30

Hakam Gulamhussein (Equipment Repair Technician II, Clerical & Technical Staff), 1996 06 30

Ann Hoffman (Cleaner, Cleaning Staff), 1996 06 30

Bernice MacLeod (Cleaner, Cleaning Staff), 1996 09 30

Vida Pejic (Cleaner, Cleaning Staff), 1996 06 30

Joan Smith (Cleaner, Cleaning Staff), 1996 06 30

7. LEAVING EMPLOYMENT

(a) That the dates, for the following staff to leave the employ of the Board, be approved:

Maria Almonte (Cleaner, Cleaning Staff), 1996 02 28

Joyce Durkin (Cleaner, Cleaning Staff), 1996 03 29

Rosa Merla (Cleaner, Cleaning Staff), 1996 03 29

Mary Patterson (Cleaner, Cleaning Staff), 1996 02 28

8. LEAVES

(a) That the request of Donna Beattie (Clerk-Typist, Clerical & Technical Staff) for a Leave of Absence, effective 1996 03 27 to 1996 07 23, be granted.

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

DECEMBER 31st ACTUALS												1995 ACTUALS					1995 BUDGET	
1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	1995	BUDGET
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	419.76	419.76	419.76	408.06	408.06	408.06							419.76
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50							25.50
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95							1,561.65
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	771.58	772.92	772.92	772.92	758.58	758.58							746.67
- Vocational	116.67	107.67	100.67	87.00	70.00	61.00	61.00	61.00	61.00	60.33	60.33							70.00
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00							33.50
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00							9.00
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33							13.00
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	52.30	41.00	39.00	39.00	39.00	39.00							39.00
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50							4.50
- Vocational	2.14	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89							1.07
Bus Supervisors	17.68	16.71	15.86	17.14	16.86													
Educational Assistants	221.50	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17							232.67
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14							2.70
Cktrs/Maint/Whs/Asbestos	220.00	219.00	214.00	213.00	210.00	186.00	186.00	186.00	181.00	181.00	181.00							187.00
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	298.00	299.00	299.00	299.00	299.00	299.00							304.00
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	39.90	39.90	39.90	40.90	40.90	40.90							39.15
- Consultants	0.33	0.33																
- Clerical	0.50																	
- Educ Assist		0.50	0.50	4.33	4.33	3.83	3.83	4.33	5.33	5.33	5.33							3.33
- Admin	0.50			0.50	1.00	1.00	1.00	1.00	0.50	0.50	0.50							1.00
Full Time Equiv. Positions	4,198.66	4,231.49	4,154.34	4,050.66	3,875.88	3,730.85	3,721.89	3,720.39	3,705.19	3,690.18	3,690.18							3,693.50
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,236	4,195	4,137	4,121	4,107	4,107							4,089
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707							18,000
Enrolment - Elementary	* 25,811	*26,111	*26,387	*26,685	*27,084	*27,395	27,364	27,399	27,409	27,378	27,415.00							**27,300
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	*12,343	11,919	11,645	11,386	11,568	11,304.00							**12,078
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	*729	697	669	626	668	637							**824
- Sec Vanier	* 399	*382	*465	*464	*480	*503	496	487	480	491	490.00							**518
- T. R.	* 178	*160	*167	*164	*157	*160	161	158	161	161	159.00							**160
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	*41,130	40,637	40,358	40,062	40,266	40,005							**40,880

*September 30th Enrolments

Prepared by Human Resources April 11, 1996

SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	16.0	11.5	213.5		4.0	4.0		2.5		224.0	291.0	30,925	47,491	78,416
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	33,143	34,989	68,132
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		33.5	539.5		8.0	26.0		11.0		588.0	805.5	64,068	82,480	146,548
% Of Total			91.8	0.4	1.4	4.4	0.2	1.9						

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	17.0	23.5	983.5	11.0	5.0	28.0	11.5	4.5		1023.5	363,450	109,851	130,895	240,746
FEBRUARY	20.0	45.0	1682.5	25.5	9.0	16.0	19.5	12.5		1745.0	416,610	134,604	186,515	321,119
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		68.5	2626.0	36.5	14.0	44.0	31.0	17.0		2768.5	780,060	244,455	317,410	561,865
% Of Total			94.9	1.3	0.5	1.6	1.1	0.6			3,066			

PROPOSED 1996 BUDGET
\$3,500,000

REPORT OF SUPPLY TEACHER USAGE - DECEMBER 31, 1995

SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	16.0	249.5	10.0	9.5	4.5	0.5		17.0	291.0	301.5	47,133	48,747	95,880
FEBRUARY	19.0	26.5	454.5	9.0	5.5	3.0		1.0	41.5	514.5	398.5	62,286	55,230	117,516
MARCH	18.0	36.0	412.0	30.0	6.0	15.0		2.0	38.0	503.0	294.5	52,456	63,503	115,959
APRIL	18.0	42.0	243.5	8.0	16.0	15.5		2.0	31.5	316.5	379.0	40,216	55,983	96,199
MAY	22.0	121.0	361.0	40.0	23.0	10.0		16.0	44.0	494.0	574.0	69,438	65,017	134,455
JUNE	21.0	169.0	233.0	8.0	2.0	8.0		2.0	17.0	270.0	317.0	30,619	83,540	114,159
JULY														
AUGUST														
SEPTEMBER	18.0	21.5	239.0	2.0		9.0		0.5		250.5	219.5	31,209	21,059	52,268
OCTOBER	21.0	34.0	252.0	1.0	7.5	1.0	1.0	1.0		263.5	362.0	25,378	58,210	83,588
NOVEMBER	20.0	50.0	405.5	7.0	1.5	6.5		3.0		423.5	427.5	58,734	63,239	121,973
DECEMBER	16.0	37.5	241.5	2.0	2.0	1.0		2.0		248.5	359.5	54,393	35,505	89,898
TOTALS		553.5	3091.5	117.0	73.0	73.5	1.5	29.5	189.0	3575.0	3633.0	471,862	550,033	1,021,895
% Of Total			86.5	3.3	2.0	2.1	0.0	0.8	5.3					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	23.5	1343.0	13.0	2.0	36.5	47.0	9.5	51.5	1502.5	1503.5	207,695	155,755	363,450
FEBRUARY	20.0	40.5	1407.5	17.0	5.0	28.5	83.0	7.5	15.0	1563.5	1642.0	204,754	211,856	416,610
MARCH	16.0	30.0	992.5	3.0	5.0	40.5	80.5	9.5	44.5	1175.5	937.0	148,050	137,941	285,991
APRIL	18.0	50.5	1237.5	6.0	7.0	33.0	80.5	4.0	22.0	1390.0	1723.5	147,790	134,615	282,405
MAY	21.0	129.0	1225.0	13.0	3.0	20.0	45.5	15.0	28.5	1350.0	1575.0	163,724	150,041	313,765
JUNE	20.0	247.5	1035.5	52.0	1.0	26.5	41.0	8.5	47.0	1211.5	1189.5	128,312	133,780	262,092
JULY														
AUGUST														
SEPTEMBER	18.0	14.5	459.5	8.0			2.0	2.5		472.0	685.5	54,553	23,770	78,323
OCTOBER	21.0	32.0	1034.0	0.5	2.5	6.5	11.0	7.5		1062.0	1263.5	130,066	58,438	188,504
NOVEMBER	21.0	45.5	1398.5	2.0	7.5	39.5	14.0	4.0		1465.5	1843.0	190,729	79,648	270,377
DECEMBER	16.0	30.0	979.0	4.0	3.0	30.0	12.0	5.0		1033.0	913.5	169,480	25,019	194,499
TOTALS		643.0	11112.0	118.5	36.0	261.0	416.5	73.0	208.5	12225.5	13276.0	1,545,153	1,110,863	2,656,016
% Of Total			90.9	1.0	0.3	2.1	3.4	0.6	1.7					

REPORT OF SUPPLY TEACHER USAGE - DECEMBER 31, 1995

SECONDARY & ELEMENTARY														
	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense	1995 % Spent
MONTH														
JANUARY	39.5	1592.5	23.0	11.5	41.0	47.5	9.5	68.5	1793.5	1805.0	254,828	204,502	459,330	
FEBRUARY	67.0	1862.0	26.0	10.5	31.5	83.0	8.5	56.5	2078.0	2040.5	267,040	267,086	534,126	
MARCH	66.0	1404.5	33.0	11.0	55.5	80.5	11.5	82.5	1678.5	1231.5	200,506	201,444	401,950	
APRIL	92.5	1481.0	14.0	23.0	48.5	80.5	6.0	53.5	1706.5	2102.5	188,006	190,598	378,604	
MAY	250.0	1586.0	53.0	26.0	30.0	45.5	31.0	72.5	1844.0	2149.0	233,162	215,058	448,220	
JUNE	416.5	1268.5	60.0	3.0	34.5	41.0	10.5	64.0	1481.5	1506.5	158,931	217,320	376,251	
JULY														
AUGUST														
SEPTEMBER	36.0	698.5	10.0			2.0	3.0		722.5	905.0	85,762	44,829	130,591	
OCTOBER	66.0	1286.0	1.5	10.0	7.5	12.0	8.5		1325.5	1625.5	155,444	116,648	272,092	
NOVEMBER	95.5	1804.0	9.0	9.0	46.0	14.0	7.0		1889.0	2270.5	249,463	142,887	392,350	
DECEMBER	67.5	1220.5	6.0	5.0	31.0	12.0	7.0		1281.5	1273.0	223,873	60,524	284,397	
TOTALS	1196.5	14203.5	235.5	109.0	334.5	418.0	102.5	397.5	15900.5	16909.0	2,017,015	1,660,896	3,677,911	142.9
% Of Total		89.9	1.5	0.7	2.1	2.6	0.6	2.5						

1995 BUDGET
\$2,574,000

Education Centre
100 Main Street West
Hamilton, Ontario
1996 04 11

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Probationary Staff, effective as shown, with salary according to the salary schedule:

Joanna Cascioli (E), 1996 05 01

Anita Mohar (E), 1995 09 01

Replacements

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignation of Donald A. Roppel, Secondary School Principal, for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid:

Dina Avdoulos (E)

Cornelia de Haan (E)

Robert H. Disher (S)

Wayne E. Elgie (S)

Arlene Grant (E)

Edward O. Maciulis (S)

Graeme Newbigging (S)

Elizabeth Rolland (S)

Elmer Schurter (S)

Arthur Sebastian (S)

Arnold Smiltnieks (S)

Ethel C. J. Thayer (S)

Robert K. Wallace (S)

7. LEAVING EMPLOYMENT

(a) (i) That the Leaving Employment (termination) of Anne-Marie Wilson (S), approved at the March Meeting be rescinded.

(ii) That the date shown for the following teachers to leave the employ of the Board be approved:

Joanna Cascioli (E), 1996 08 31

Anita Mohar (E), 1996 08 31

2 Elementary Terminations

8. LEAVES

Leave of Absence

(a) (i) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Lynda Ball (E), 1996 04 15 to 1996 11 29

Lisa Borkovich (S), 1996 07 01 to 1996 08 31

Sherri Cooper (E), 1996 06 03 to 1997 08 31

Vanessa Gray (E), 1996 09 01 to 1997 08 31

Julia C. Herron (E), 1996 05 20 to 1996 11 22

Melinda Lula (S), 1996 07 01 to 1996 08 31

Wendy Wilson (E), 1996 02 22

(ii) That the request of Elaine Twigg (E) to rescind her Leave of Absence, effective 1995 10 27 to 1996 08 31, granted at the February meeting, be approved.

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed to:

Caryl Durst (S), 1996 03 27 to 1996 08 31

Susan Morrone (E), 1996 03 25 to 1996 08 31

Leave Extension

(a) That the requests of the following teachers for extensions of their Leaves of Absences, effective as shown, be granted:

Sandra Bowman (S), 1996 09 01 to 1997 08 31

Helen Brown (E), 1996 09 01 to 1996 12 31

Al Craven (E), 1996 09 01 to 1997 08 31

Barbara Hogan (E), 1996 09 01 to 1997 08 31

Teresa Katerberg (E), 1996 09 01 to 1997 08 31

Julie C. Marshman MacCuish (E), 1996 05 13 to 1997 08 31

Norval D. Redpath (E), 1996 09 01

Edith Schroedter (S), 1996 09 01 to 1997 01 31

Patricia Taylor (E), 1996 09 01 to 1997 08 31

R. K. Watt (E), 1996 04 01 to 1996 04 08

Janet Wolfe (E), 1996 04 22 to 1996 08 31

(b) That the requests of the following staff for an extension of their Leaves of Absence, effective as shown, be granted.

Lori DeLuca (Secretary, Clerical & Technical Staff), 1996 03 18 to 1997 03 14

Carol Mulvey (Secondary School Clerical & Secretarial Staff), 1996 04 15 to 1996 08 03

Return from a Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Rita Bertoldi (E), 1996 09 01 (.5)

Louise Booth (E) 1996 09 01

Mavis Brown (E), 1996 03 18 (1.0)

Dale Cornish (E), 1996 09 01

Cindy Cosentino (E), 1996 09 01

Michelle Fawcett (E), 1996 04 01

Sylvie Francis (E), 1996 03 18

Susan Garlough (E), 1996 09 01

Donna Kehoe (E), 1996 09 01

Karen Koop (E), 1996 05 03

Nancy Kowalchuk (E), 1996 09 01

Michael Mulligan (E), 1996 04 01

Dale Pyke (E), 1996 09 01

Donald Bruce Quinn (E), 1996 09 01

Mary Rinas-Smyth (S), 1996 09 01

Arlene Sargeant (E), 1996 03 18

Cornelia Schuster (E), 1996 09 01 (.8)

Loren Serafini (E), 1996 09 01

Marjorie Steele (E), 1996 09 01

Ronald Vine (E), 1996 09 01

R. Kim Watt (E), 1996 04 09

Joyce Whittle (E), 1996 09 01

Anne-Marie Wilson (S), 1996 09 01 (4/6)

9. OTHER

(a) That the request of Alan Marshall (E) for an overseas exchange with a teacher from the United Kingdom for the period 1996 09 01 to 1997 08 31, be approved subject to the condition that a suitable exchange teacher can be arranged through the foundation for Educator Exchanges.

Respectfully submitted,

Richard W. Binns

Superintendent of Human Resources

The following is a list of the names of the persons who have been elected to the office of the President of the United States since the year 1789. The names are given in the order in which they were elected, and the year of their election is given in parentheses.

- George Washington (1789)
- John Adams (1797)
- Thomas Jefferson (1801)
- James Madison (1809)
- James Monroe (1817)
- John Quincy Adams (1825)
- Andrew Jackson (1829)
- Martin Van Buren (1837)
- William Henry Harrison (1841)
- John Tyler (1845)
- Polk (1846)
- Fillmore (1850)
- Franklin Pierce (1853)
- Abraham Lincoln (1861)
- Andrew Johnson (1865)
- Ulysses S. Grant (1869)
- Rutherford B. Hayes (1877)
- James A. Garfield (1881)
- Chester A. Arthur (1881)
- Grover Cleveland (1885)
- Benjamin Harrison (1889)
- William McKinley (1897)
- Theodore Roosevelt (1901)
- Taft (1909)
- Woodrow Wilson (1913)
- Warren G. Harding (1921)
- Coolidge (1923)
- Hughes (1925)
- Carter (1929)
- Hughes (1930)
- Roosevelt (1937)
- Roosevelt (1945)
- Truman (1949)
- Eisenhower (1953)
- Johnson (1961)
- Nixon (1969)
- Ford (1974)
- Carter (1977)
- Reagan (1981)
- Bush (1989)
- Clinton (1993)
- Bush (2001)
- Obama (2009)
- Trump (2017)

The following is a list of the names of the persons who have been elected to the office of the Vice President of the United States since the year 1789. The names are given in the order in which they were elected, and the year of their election is given in parentheses.

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1996

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 04 30

Confirmation of the minutes of the regular meeting of 1996 04 11.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

1. Report on Restructuring of Senior Management [To be deferred]

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Page 1**
2. Staffing Report - Full Time Equivalent Positions **Page 2**
3. Report on Supply Teacher Usage **Pages 3 to 4**
4. Temporary Assistance Reports:
 - Substitute Cleaner/Casual Assistance Usage **Page 5**
 - Temporary Assistance Expenditures **Page 6**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 7 to 9**
2. Principal/Vice-Principal Selection Process - Requested by Trustee Stewart

Education Centre
100 Main Street West
Hamilton, Ontario
1996 04 30

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignation of Lorne Marlow, Caretaker (Caretaking and Maintenance Staff), for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid.

7. LEAVING EMPLOYMENT

(a) That the date, 1996 05 16, for Diana Jacobs, Fireman (Caretaking and Maintenance Staff) to leave the employ of the Board, be approved.

8. LEAVES

(a) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Donna Beattie (Clerk-Typist, Clerical & Technical Staff), 1996 07 24 to 1996 10 02

Eva Kern (Clerk-Typist, Clerical & Technical Staff), 1996 06 24 to 1996 12 27

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

To The Chairman and Members
Finance and Investment Committee
London Board of Directors

Dear Sirs,

URGENT

I have the honor to refer to the following correspondence for your attention:

1. RECENT FINANCIAL STATE REVISIONS - 10/1/00

2. RECENT FINANCIAL STATE REVISIONS - 10/1/00

3. RECENT FINANCIAL STATE REVISIONS - 10/1/00

4. RECENT FINANCIAL STATE REVISIONS - 10/1/00

5. RECENT FINANCIAL STATE REVISIONS - 10/1/00

6. RECENT FINANCIAL STATE REVISIONS - 10/1/00

The above correspondence is being forwarded to you for your information and for your attention. It is requested that you review the same and advise the Board of Directors of your findings.

7. RECENT FINANCIAL STATE REVISIONS - 10/1/00

The above correspondence is being forwarded to you for your information and for your attention. It is requested that you review the same and advise the Board of Directors of your findings.

8. RECENT FINANCIAL STATE REVISIONS - 10/1/00

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9. RECENT FINANCIAL STATE REVISIONS - 10/1/00

The above correspondence is being forwarded to you for your information and for your attention. It is requested that you review the same and advise the Board of Directors of your findings.

10. RECENT FINANCIAL STATE REVISIONS - 10/1/00

The above correspondence is being forwarded to you for your information and for your attention. It is requested that you review the same and advise the Board of Directors of your findings.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

DECEMBER 31st ACTUALS										1995 ACTUALS					1996 ACTUALS					1995 BUDGET
1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG				
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	419.76	419.76	419.76	419.76	408.06	408.06	408.06	408.06				419.76			
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50				25.50			
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95				1,561.65			
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	771.58	772.92	772.92	772.92	772.92	758.58	758.58	758.58				746.67			
- Vocational	116.67	107.67	100.67	87.00	70.00	61.00	61.00	61.00	61.00	61.00	60.33	60.33	60.33				70.00			
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00				33.50			
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00				9.00			
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33				13.00			
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	52.30	46.36	41.00	39.00	39.00	39.00	39.00	39.00				39.00			
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50				4.50			
- Vocational	2.14	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89				1.07			
Bus Supervisors	17.68	16.71	15.86	17.14	16.86															
Educational Assistants	221.50	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17				232.67			
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14				2.70			
Ctks/Maint/Whs/Asbestos	220.00	219.00	214.00	213.00	210.00	186.00	186.00	186.00	186.00	181.00	181.00	181.00	181.00				187.00			
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	298.00	298.00	299.00	299.00	299.00	299.00	299.00	299.00				304.00			
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	39.90	39.90	39.90	39.90	40.90	40.90	40.90	40.90				39.15			
- Consultants	0.33	0.33																		
- Clerical	0.50			4.33	4.33	3.83	3.83	4.33	5.33	5.33	5.33	5.33	5.33				3.33			
- Educ Assist		0.50	0.50	0.50	1.00	1.00	1.00	1.00	0.50	0.50	0.50	0.50	0.50				1.00			
- Admin	0.50																			
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88	3,730.85	3,726.25	3,721.89	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18				3,693.50			
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,236	4,195	4,151	4,137	4,121	4,107	4,107	4,107				4,089			
Lunchroom Enrolment	15.571	16.618	17.432	18.003	18.707	18.707	18,707	18,707	18,707	18,707	18,707	18,707	18,707				18,000			
Enrolment - Elementary	* 25.811	*26.111	*26.387	*26.685	*27.084	*27.395	27,364	27,399	27,397	27,409	27,378	27,415	27,409				**27,300			
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	*12,343	11,919	11,645	11,501	11,386	11,568	11,304	11,162				**12,078			
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	*729	697	669	648	626	668	637	622				**824			
- Sec Vanier	* 399	*382	*465	*464	*480	*503	496	487	483	480	491	490	486				**518			
- T. R.	* 178	*160	*167	*164	*157	*160	161	158	159	161	161	159	158				**160			
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	*41,130	40,637	40,358	40,188	40,062	40,266	40,005	39,837				**40,880			

*September 30th Enrolments

Prepared by Human Resources May 2, 1996

SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	16.0	11.5	213.5		4.0	4.0		2.5		224.0	291.0	95,880	30,925	47,491	78,416
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	117,516	33,143	34,989	68,132
MARCH	16.0	29.0	392.5	6.5		3.5		2.5		405.0	503.0	115,959	36,779	43,892	80,671
APRIL															
MAY															
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		62.5	932.0		8.0	29.5		13.5		993.0	1308.5	329,355	100,847	126,372	227,219
% Of Total			93.9	0.9	0.8	3.0	0.1	1.4							

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	363,450	109,851	130,895	240,746
FEBRUARY	20.0	45.0	1662.5	25.5	9.0	16.0	19.5	12.5		1745.0	1563.5	416,610	134,604	186,515	321,119
MARCH	15.0	35.0	1249.5	28.5	2.0	24.5	37.5	3.5		1345.5	1175.5	285,991	127,268	96,573	223,841
APRIL															
MAY															
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		103.5	3875.5	65.0	16.0	68.5	68.5	20.5		4114.0	4,242	1,066,051	371,723	413,983	785,706
% Of Total			94.2	1.6	0.4	1.7	1.7	0.5							

REPORT OF SUPPLY TEACHER USAGE - MARCH 31, 1996

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense	1996 % Spent
JANUARY	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1793.5	459,330	140,776	178,386	319,162	
FEBRUARY	67.0	1988.5	28.0	13.0	38.0	20.5	21.0		2109.0	2078.0	534,126	167,747	221,504	389,251	
MARCH	64.0	1642.0	35.0	2.0	28.0	37.5	6.0		1750.5	1678.5	401,950	164,047	140,465	304,512	
APRIL															
MAY															
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS	166.0	4807.5	65.0	24.0	98.0	68.5	34.0		5107.0	5550.0	1,395,406	472,570	540,355	1,012,925	33.8
% Of Total		94.1	1.4	0.5	1.9	1.4	0.7								

1996 BUDGET
\$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1996

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1996 Total # of Days	1996 \$ Expense	1995 Total # of Days	1995 \$ Expense
JANUARY	22	670	303	2	406	1,381	71,752	1,427	74,814
FEBRUARY	21	653	247	4	401	1,305	67,051	1,378	76,708
MARCH	21	547	356	22	302	1,227	60,269	1,529	79,601
APRIL									
MAY									
JUNE									
JULY									
AUGUST									
SEPTEMBER									
OCTOBER									
NOVEMBER									
DECEMBER									
TOTALS		1,870	906	28	1,109	3,913	199,072	4,334	231,123

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources

May 2, 1996

REPORT OF INVESTIGATION OF THE BUREAU OF INVESTIGATION

Name of Subject		Date of Birth		Place of Birth		Date of Entry		Date of Departure		Date of Return		Date of Release		Date of Death		Date of Burial		Date of Cremation		Date of Interment		Date of Exhumation		Date of Reinterment		Date of Final Disposition			

1995 AND 1996 TEMPORARY ASSISTANCE EXPENDITURES

	1995 BUDGET	YTD EXPENSE AS OF DEC 31/95	1996 BUDGET	YTD EXPENSE AS OF JAN 31/96	YTD EXPENSE AS OF MAR 31/96	EXPLANATION
Central Depts. & Area Offices						
- Admin. Services	20,454	23,652		432	1,713	Paikin Libr. Assistants, Kit Services Students
- Computer Services	50,000	40,247			2,308	IIS Project
- Security/Parking	148,360	164,264		5,725	26,504	Building & Parking Security Guards
- Director's Office		639				
- Ed Centre (General)		317				
- Finance	84,768	43,617		4,037	10,875	Extra Assistance, FIS Project
- Human Resources	102,707	78,679		164	4,334	EIS Project
- Program Departments	141,575	147,354		2,205	12,044	Christie Conserv. Clerk, Westmount Kit Services, Prog. Clerical Assistance
- Lower City Supt. Office	800	403				
- Mountain Supt. Office	800	440				
- Fr.as Ist Lang. Supt. Office	1,100					
School Services						
- Student Assistance	16,000	19,327				
- Elementary School Clerical	70,000	93,795		2,149	14,806	Replacement for illness
- Secondary School Clerical	39,000	31,338		3,262	16,047	Replacement for illness
- Equipment Repair	19,000	39,426		1,814	6,495	Co-op Students
Regular Day School						
- Student Assistance	5,000	6,549			67	Student Assistance
Plant Operation		396				
Plant Maintenance	900					
Other Operating		4,865			113	Community School Clerk
GRAND TOTAL	\$700,464	\$695,308		\$19,788 #	\$95,306	

Prepared by Human Resources
Date: May 2, 1996

Education Centre
100 Main Street West
Hamilton, Ontario
1996 04 30

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Probationary Staff, effective as shown, with salary according to the salary schedule:

Dina Cadete (E), 1996 05 01
Janice Morissey (E), 1995 09 01
Brian Pipe (E), 1995 09 01
Sandra Scott (E), 1995 09 01

Replacements

(b) That Sandra Sheilds be appointed to the Probationary Educational and Lunchroom Assistant Staff in the position of Educational Assistant, effective 1996 04 22, with salary according to the salary schedule. **Contract Compliance**

2. PERMANENT STAFF APPOINTMENTS

(a) That Sonia D'Aurelio (E) be rehired and appointed to the Permanent Staff, effective 1995 09 01, with salary according to the salary schedule.

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Eileen Alecock (E), 1996 06 30
Joseph Edward (Ted) Axon (S), 1996 06 30
Linda Deachman (E), 1996 06 30
Gary Gibson (E), 1996 06 30
Linda Kuthe (E), 1996 09 30
Robert David Stallwood (S), 1996 06 30

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret:

James Hand (S), 1996 04 26
Lyndia Hendry (E), 1996 06 30
William Hendry (S), 1996 08 31

7. LEAVING EMPLOYMENT

(a) That the date, 1996 08 31 for the following teachers to leave the employ of the Board, be approved:

Dina Cadete (E)
Sonia D'Aurelio (E)
Janice Morissey (E)
Colleen McIntyre deSouza (E)
Janice Morissey (E)
Brian Pipe (E)
Robert VanWyck (E)

Terminations - 6 Elementary

Resignations - 1 Elementary

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Leslie Forsyth (E), 1996 06 17 to 1996 12 31
Anna Gusenbauer (E), 1996 05 07 to 1996 06 21
Richard Piet (S), 1996 05 20 to 1996 07 26
Paula Scott (S), 1996 05 20 to 1996 08 31

(b) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Susan Holden (Job Coach, Clerical & Technical Staff), 1996 05 01 to 1996 06 30
Janie Jarnevich (Secretary, Secondary School Clerical & Secretarial Staff), 1996 05 21 to 1996 09 23

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Joyce Cooper (E), 1996 09 01
Margaret Mete (E), 1996 05 22 to 1996 08 31
Janet L. Ross (S), 1996 09 01 to 1997 08 31

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Jennifer Beavers (E), 1996 05 27
Laurie Behr (E), 1996 05 20

(b) That Debbie Turner (Secretary, Clerical & Technical Staff) be returned from a Leave of Absence, effective 1996 04 15.

9. **OTHERS**

(a) (i) That Joanne Preston transfer from the Elementary Panel to the Secondary Panel, effective 1996 05 01, with salary according to the salary schedule.

(ii) That the request of David Evans (S) for an overseas exchange with a teacher from New Zealand for the period 1997 01 01 to 1997 12 31, be approved, subject to the condition that a suitable exchange teacher can be arranged through the Foundation for Teacher Exchanges.

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

THE UNITED STATES DISTRICT COURT FOR THE DISTRICT OF COLUMBIA

IN RE: [Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

[Illegible]

URBAN/MUNICIPAL
CAY ON HBL W26
A36
1996

BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SPECIAL MEETING

1996 01 25

URBAN MUNICIPAL

FEB 5 1996

GOVERNMENT DOCUMENTS

TO THE CHAIRMAN AND MEMBERS
PERSONNEL & ORGANIZATION COMMITTEE
(Trustees Darby, Cunningham, Hicks, Johnston, Korz, Paquin and
Stewart]

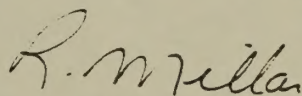
Ladies and Gentlemen:

Please be advised that a Special Meeting of the Personnel and
Organization Committee has been scheduled for Tuesday, 1996 01 30 at
18:15 hours, prior to Special Meetings of the Board and the Operations
and Finance Committee.

The purpose of this meeting is to consider Recommendations of
the Superintendent of Human Resources relative to staffing for the
second semester (Elementary/Secondary).

Your attendance is requested.

Yours truly,



for D. W. Goodridge
Director of Education
and Secretary

rm

Notice sent to all trustees.

LETTER NO. 100

1900

BOARD OF EDUCATION

RECEIVED

1900

URBAN/MUNICIPAL
CAY ON HBL W26
A36
1996

URBAN MUNICIPAL

MAY 24 1996

GOVERNMENT DOCUMENTS

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 04 30

Confirmation of the minutes of the regular meeting of 1996 04 11.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

1. Report on Restructuring of Senior Management [To be deferred]

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Page 1;
and Page 1A**
2. Staffing Report - Full Time Equivalent Positions **Page 2**
3. Report on Supply Teacher Usage **Pages 3 to 4**
4. Temporary Assistance Reports:
 - Substitute Cleaner/Casual Assistance Usage **Page 5**
 - Temporary Assistance Expenditures **Page 6**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 7 to 9;
and Page 10**
2. Principal/Vice-Principal Selection Process - Requested by Trustee Stewart

Added Recommendations
May 1996 Personnel and Organization Committee

ADDED RECOMMENDATIONS

GENERAL

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following staff be appointed to the Probationary Clerical & Technical Staff in the position of Equipment Repair Technician II (Administrative & Operational Services) - Grade 9, effective 1996 05 20, with salary according to the salary schedule:

Ian McNamee

Steve Ranalli

Replacements

Added Recommendations
May 1996 Personnel and Organization Committee

ADDED RECOMMENDATIONS

ELEMENTARY / SECONDARY

1. PROBATIONARY STAFF APPOINTMENTS

(a)

Joseph DiDonato (S), 1996 05 01

6. RETIREMENTS

(a) (i) That the resignation of John V. Baxter, Secondary School Vice-Principal, for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Diane W. Bolton (E), 1996 06 30

Mildred E. Fair (E), 1996 06 30

Ian P. Fraser (E), 1996 06 30

Audrey Gleave (S), 1996 06 30

Sandy Ophoven (E), 1996 06 30

Crawford Potter (S), 1996 06 30

Arlene Sargeant (E), 1996 08 31

(iii) That the resignation of Arlene Grant (E), for the purpose of retirement, effective 1996 06 30, be accepted with regret.

(b) That the resignation of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Mary Beda (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 06 30

Patricia Colleen Moir (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 06 30

7. LEAVING EMPLOYMENT

(a)

Joseph DiDonato (S)

Sandra Scott (E)

Terminations - 6 Elementary

- 1 Secondary

Resignations - 1 Elementary

JUN 17 1996

GOVERNMENT DOCUMENTS

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 06 12

Confirmation of the minutes of the regular meeting of 1996 04 30.

GENERAL

NEW BUSINESS:

- | | |
|---|---------------|
| 1. Recommendations of the Superintendent of Human Resources | Pages 1 to 5 |
| 2. Staffing Report - Full Time Equivalent Positions | Page 6 |
| 3. Report on Supply Teacher Usage | Pages 7 and 8 |
| 4. Annual Report - Occupational Health and Safety | Pages 9 to 15 |

ELEMENTARY/SECONDARY

NEW BUSINESS:

- | | |
|--|----------------|
| 1. Recommendations of the Superintendent of Human Resources | Pages 16 to 22 |
| 2. Promotion of Principals/Vice-Principals | Page 23 |
| 3. Elementary School Twinning and Assignment of Principals/Vice-Principals | Pages 24-25 |
| 4. Request for an Update regarding plans for the two positions in
Program Department vacated by Retirements - requested by Trustee Bishop | |

Education Centre
100 Main Street West
Hamilton, Ontario
1996 06 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following staff be appointed to the Probationary Cleaning Staff in the position of Cleaner, effective as shown, with salary according to the salary schedule:

Robert Avery, 1996 04 22
Danilo Catanyag, 1996 05 29
Nellie Dion, 1996 03 04
Daniel Hansen, 1996 03 04
Deborah Lederman, 1996 04 22
Anthony MacKinnon, 1996 03 04
Guy Marlor, 1996 05 13
Edith Pettierew, 1996 05 29
Christopher Ryder, 1996 05 13
Catherine Scoccia, 1996 04 22
John Tompa, 1996 03 04
Daniel Ustynsky, 1996 05 13

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(a) That Casey Denton be promoted to the position of Senior Accounting Analyst - Grade 12 (Administrative Staff), effective 1996 06 24, with salary according to the salary schedule.

4. INTERNAL APPOINTMENTS

(a) That the appointment of Wendy Hutton (S) to the position of Special Education Liaison Consultant (Care, Treatment and Correctional Programs: CTC - Section 27 Programs), be extended, effective 1996 09 01 to 1997 06 30. This extension is subject to Ministry of Education and Training funding and shall be review annually.

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignation of Paul Shewfelt, Superintendent of Financial Services and Treasurer for the purpose of retirement, effective 1996 08 15, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following staff for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Ruby Belmore (Cleaner, Cleaning Staff), 1996 06 30
Margaret Bonnell (Cleaner, Cleaning Staff), 1996 06 30
Mary Burke (Cleaner, Cleaning Staff), 1996 06 30
Sarah Connelly (Cleaner, Cleaning Staff), 1996 06 30
Anna DiBattista (Cleaner, Cleaning Staff), 1996 06 28
Alfonso Giglione (Cleaner, Cleaning Staff), 1996 08 31
Nancy Gravina (Cleaner, Cleaning Staff), 1996 06 30
Gordon Hazell (Caretaker, Caretaking & Maintenance Staff), 1996 06 30
Doreen Hopkins (Cleaner, Cleaning Staff), 1996 06 30
Roy Jenkins (Caretaker, Caretaking & Maintenance Staff), 1996 06 30
Patricia Lane (Cleaner, Cleaning Staff), 1996 05 31
Bernice MacLeod (Cleaner, Cleaning Staff), 1996 08 31
Lorne Marlow (Caretaker, Caretaking & Maintenance Staff), 1996 06 30
Jessie McGhee (Caretaker, Caretaking & Maintenance Staff), 1996 08 31
Mirella Propedo (Cleaner, Cleaning Staff), 1996 05 31
Edward Reynolds (Caretaker, Caretaking & Maintenance Staff), 1996 06 30
Rosa Silva (Cleaner, Cleaning Staff), 1996 08 31
Isabel K. Smith (Cleaner, Cleaning Staff), 1996 07 31

(iii) That the resignations of the following staff for the purpose of retirement, effective as shown, be accepted with regret:

Dorothy Moore (Cleaner, Cleaning Staff), 1996 06 30
Elizabeth Cutts (Cleaner, Cleaning Staff), 1996 07 31

7. LEAVING EMPLOYMENT

(a) (i) That the date, 1996 08 31, for the following staff to leave the employ of the Board, be approved:

Barbara Allan (Cleaner, Cleaning Staff)
Mira Amaral (Cleaner, Cleaning Staff)
Donald E. Anderson (Cleaner, Cleaning Staff)
Robert Avery (Probationary Cleaner, Cleaning Staff)
David Attwood (Cleaner, Cleaning Staff)
Gary Baglin (Cleaner, Cleaning Staff)
Barbara Barrow (Assistant Caretaker, Caretaking & Maintenance Staff)
Irma Belanger (Cleaner, Cleaning Staff)
Nicole Bertrand (Cleaner, Cleaning Staff)
Maria Biason (Cleaner, Cleaning Staff)
Lucie Boffa (Cleaner, Cleaning Staff)
Paul Bowker (Cleaner, Cleaning Staff)
Veronica Buckland (Cleaner, Cleaning Staff)
Francine Carter (Cleaner, Cleaning Staff)
Danilo Catanyag (Cleaner, Cleaning Staff)
Michael Cheeseman (Assistant Caretaker, Caretaking & Maintenance Staff)
Barry Christie (Cleaner, Cleaning Staff)
Donna Clarke (Cleaner, Cleaning Staff)
Robert Clarke (Cleaner, Cleaning Staff)

Steve Cooper (Assistant Caretaker, Caretaking & Maintenance Staff)
 Richard Craig (Assistant Caretaker, Caretaking & Maintenance Staff)
 William Crawford (Permanent Casual Assistant)
 Joe D'Ambrosio (Cleaner, Cleaning Staff)
 Hermeline Deabreu (Cleaner, Cleaning Staff)
 Toni Deacons (Cleaner, Cleaning Staff)
 David Delaney (Cleaner, Cleaning Staff)
 Debra Delaplante (Cleaner, Cleaning Staff)
 Maurice Deneault (Cleaner, Cleaning Staff)
 Nellie Dion (Cleaner, Cleaning Staff)
 Sean Dixon (Cleaner, Cleaning Staff)
 Milica Djonovich (Cleaner, Cleaning Staff)
 Delfina Dosreis (Cleaner, Cleaning Staff)
 Frances Dunnet (Cleaner, Cleaning Staff)
 James Ellis (Cleaner, Cleaning Staff)
 Charles Ellis (Assistant Caretaker, Caretaking & Maintenance Staff)
 Leroy Emery (Assistant Caretaker, Caretaking & Maintenance Staff)
 Marie Fairhall (Cleaner, Cleaning Staff)
 Donald Falconer (Cleaner, Cleaning Staff)
 Blossom Fisher (Cleaner, Cleaning Staff)
 Brent Forsyth (Cleaner, Cleaning Staff)
 John Galvin (Cleaner, Cleaning Staff)
 Pamela Garbett (Cleaner, Cleaning Staff)
 Evelyn Gasperetti (Cleaner, Cleaning Staff)
 Eloise Gordon (Cleaner, Cleaning Staff)
 Jessie Gouthro (Permanent Substitute Cleaner, Cleaning Staff)
 Leeanne Gouthro (Cleaner, Cleaning Staff)
 Patricia Gray (Cleaner, Cleaning Staff)
 Ruth Grimshaw (Cleaner, Cleaning Staff)
 Daniel Hansen (Cleaner, Cleaning Staff)
 Donna Hebden (Cleaner, Cleaning Staff)
 Annette Hewey (Cleaner, Cleaning Staff)
 Leo Hickey (Cleaner, Cleaning Staff)
 Marie Hines (Cleaner, Cleaning Staff)
 Anne Hyrski (Cleaner, Cleaning Staff)
 Nada Jano (Permanent Substitute Cleaner, Cleaning Staff)
 Gerald Johnson (Assistant Caretaker, Caretaking & Maintenance Staff)
 Rita Joseph (Cleaner, Cleaning Staff)
 Ljiljana Kalinic (Cleaner, Cleaning Staff)
 Marica Kalinic (Cleaner, Cleaning Staff)
 Edward Kay (Assistant Caretaker, Caretaking & Maintenance Staff)
 Paul Kelly (Cleaner, Cleaning Staff)
 Rowan Kierstead (Cleaner, Cleaning Staff)
 Andrew Kusterski (Cleaner, Cleaning Staff)
 Deborah Lederman (Cleaner, Cleaning Staff)
 Yurong Li (Cleaner, Cleaning Staff)
 Glenda Lucas (Assistant Caretaker, Caretaking & Maintenance Staff)
 Angus MacDonald (Cleaner, Cleaning Staff)
 Michelle MacDonald (Cleaner, Cleaning Staff)
 Anthony MacKinnon (Cleaner, Cleaning Staff)
 Danny Malloy (Cleaner, Cleaning Staff)
 Frances Maloney (Cleaner, Cleaning Staff)

Guy Marlor (Cleaner, Cleaning Staff)
 Michael Marshall (Assistant Caretaker, Caretaking & Maintenance Staff)
 Vivienne McGrath (Cleaner, Cleaning Staff)
 Frank McGrimmond (Cleaner, Cleaning Staff)
 Clay Mitchell (Cleaner, Cleaning Staff)
 Sandra Montgomery (Cleaner, Cleaning Staff)
 Corinne Morrison (Assistant Caretaker, Caretaking & Maintenance Staff)
 Sam Muratore (Assistant Caretaker, Caretaking & Maintenance Staff)
 Mohamed Naleye (Cleaner, Cleaning Staff)
 Mioljka Nezc (Cleaner, Cleaning Staff)
 Cuong Ngo (Cleaner, Cleaning Staff)
 Hung Ngo (Cleaner, Cleaning Staff)
 Annie Peace (Cleaner, Cleaning Staff)
 Claire Pelletier (Assistant Caretaker, Caretaking & Maintenance Staff)
 Edith Pettigrew (Cleaner, Cleaning Staff)
 Mary Poff (Cleaner, Cleaning Staff)
 Allan Poyton (Cleaner, Cleaning Staff)
 Jessie Quinlan (Cleaner, Cleaning Staff)
 Dragica Radisavljevic (Cleaner, Cleaning Staff)
 Luca Rimac (Cleaner, Cleaning Staff)
 Susan Robinson (Cleaner, Cleaning Staff)
 Steven Romanuk (Permanent Casual Assistant)
 Rita Roy (Cleaner, Cleaning Staff)
 Christopher Ryder (Cleaner, Cleaning Staff)
 Catherine Scoccia (Cleaner, Cleaning Staff)
 Calogera Santroni (Cleaner, Cleaning Staff)
 Dianna Stephens (Cleaner, Cleaning Staff)
 Dorothy Stewart (Cleaner, Cleaning Staff)
 John Tompa (Cleaner, Cleaning Staff)
 Vera Trifunovic (Cleaner, Cleaning Staff)
 Peter Tupper (Cleaner, Cleaning Staff)
 Daniel Ustynsky (Cleaner, Cleaning Staff)
 Blake Van Horne (Cleaner, Cleaning Staff)
 Lisa Vanbruaene (Permanent Substitute Cleaner, Cleaning Staff)
 Daniel Wilkes (Assistant Caretaker, Caretaking & Maintenance Staff)
 Radojka Zdero (Cleaner, Cleaning Staff)

91 Cleaner Layoffs

14 Assistant Caretaker Layoffs

2 Casual Assistant Layoffs

(ii) That the date, 1996 04 10, for Katherine Boreschulze, Cleaner (Cleaning Staff), to leave the employ of the Board, be approved.

8. LEAVES

(a) That the request of Margaret Suttie (Caretaker, Caretaking & Maintenance Staff), for a Leave of Absence, effective 1996 06 03 to 1996 12 06, be granted.

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

DECEMBER 31st ACTUALS													1995 ACTUALS					1996 ACTUALS					1995 BUDGET	
1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET							
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96	419.76	419.76	419.76	408.06	408.06	408.06	408.06	408.06	408.06			419.76							
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50			25.50							
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95			1,561.65							
Secondary - Composite	841.00	850.67	861.33	839.67	802.67	771.58	772.92	772.92	772.92	758.58	758.58	758.58	758.58	758.58			746.67							
- Vocational	116.67	107.67	100.67	87.00	70.00	61.00	61.00	61.00	61.00	60.33	60.33	60.33	60.33	60.33			70.00							
- Vanier	33.50	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00			33.50							
Elementary TR	20.00	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00			9.00							
Secondary TR	9.67	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33			13.00							
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32	52.30	46.36	41.00	39.00	39.00	39.00	39.00	39.00	39.00			39.00							
- Secondary	7.00	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50			4.50							
- Vocational	2.14	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89			1.07							
Bus Supervisors	17.68	16.71	15.86	17.14	16.86																			
Educational Assistants	221.50	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17			232.67							
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14			2.70							
Ctks/Maint/WHS/Asbestos	220.00	219.00	214.00	213.00	210.00	186.00	186.00	186.00	181.00	181.00	181.00	181.00	181.00	181.00			187.00							
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00	298.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00			304.00							
Recoverable-Tchrs/Other	41.25	41.75	41.05	37.55	39.15	39.90	39.90	39.90	40.90	40.90	40.90	40.90	40.90	40.90			39.15							
- Consultants	0.33	0.33																						
- Clerical	0.50																							
- Educ Assist				4.33	4.33	3.83	3.83	4.33	5.33	5.33	5.33	5.33	5.33	5.33			3.33							
- Admin	0.50	0.50	0.50	0.50	1.00	1.00	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50			1.00							
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88	3,726.25	3,721.89	3,720.39	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18	3,690.18			3,693.50							
Number Of Employees	4,805	4861	4,829	4,706	4,451	4,236	4,151	4,137	4,121	4,107	4,107	4,107	4,107	4,107			4,089							
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707			18,000							
Enrolment - Elementary	* 25,811	*26,111	*26,387	*26,685	*27,084	*27,395	27,364	27,399	27,397	27,409	27,378	27,415	27,409	27,396			**27,300							
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158	*12,343	11,919	11,645	11,501	11,386	11,568	11,304	11,162	10,840			**12,078							
- Sec Vocational	* 1,189	*950	*1,037	*771	*736	*729	697	669	648	626	668	637	622	574			**824							
- Sec Vanier	* 399	*382	*465	*464	*480	*503	496	487	483	480	491	490	486	477			**518							
- T. R.	* 178	*160	*167	*164	*157	*160	161	158	159	161	161	159	158	157			**160							
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615	*41,130	40,637	40,358	40,188	40,062	40,266	40,005	39,837	39,444			**40,880							

*September 30th Enrolments

Prepared by Human Resources

June 12, 1996

SECONDARY

	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
MONTH	16.0	11.5	213.5		4.0	4.0				224.0	291.0	95,880	30,925	47,491	78,416
JANUARY															
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	117,516	33,143	34,989	68,132
MARCH	16.0	29.0	392.5	6.5		3.5		2.5		405.0	503.0	115,959	36,779	43,892	80,671
APRIL	20.0	32.0	700.0	13.5	4.5	36.5		5.5		760.0	316.5	96,199	40,042	52,476	92,518
MAY															
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		94.5	1632.0	22.5	12.5	66.0	1.0	19.0		1753.0	1625.0	425,554	140,889	178,848	319,737
% Of Total			93.1	1.3	0.7	3.8	0.1	1.1							

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf./Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	363,450	109,851	130,895	240,746
FEBRUARY	20.0	45.0	1662.5	25.5	9.0	16.0	19.5	12.5		1745.0	1563.5	416,610	134,604	186,515	321,119
MARCH	15.0	35.0	1249.5	28.5	2.0	24.5	37.5	3.5		1345.5	1175.5	285,991	127,268	96,573	223,841
APRIL	20.0	48.0	2160.5	11.5	10.0	37.0	47.0	2.5		2268.5	1390.0	282,405	149,792	127,337	277,129
MAY															
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		151.5	6038.0	76.5	26.0	105.5	115.5	23.0		6382.5	5631.5	1,348,456	521,515	541,320	1,062,835
% Of Total			94.6	1.2	0.4	1.7	1.8	0.4							

REPORT OF SUPPLY TEACHER USAGE - APRIL 30, 1996

SECONDARY & ELEMENTARY

1996 BUDGET
\$3,000,000

1996-06-12

TO: *The Chairman and Members of the Personnel and Organization Committee*

FROM: *Rick Binns
Superintendent, Human Resources*

RE: *ANNUAL REPORT
OCCUPATIONAL HEALTH & SAFETY*

BACKGROUND:

- * An Annual Report on the Occupational Health and Safety Program is to be presented to the Board in June of each year.

The attached Appendices are:

- Appendix A** Accident Statistics
- Appendix B** Overview of Accident Statistics (1995)
- Appendix C** Summary of the Occupational Health and Safety Program
- Appendix D** New Occupational Health and Safety Initiatives/Challenges for 1996
- Appendix E** Occupational Health and Safety Policy

ISSUE:

To provide information on our current WCB experience and Occupational Health and Safety Program.

RECOMMENDATION:

- 1) That this report be received for information.

RATIONALE:

It is recognized that a safe work place promotes an environment conducive for learning

- * The Board (Trustees) and Senior Management are accountable for Occupational Health and Safety for employees. This report provides an overview for the program.
- * The Hamilton Board of Education is proactive in the area of Occupational Health and Safety

Prepared by: William V. Urie
Coordinator, Occupational Health & Safety

1994-12-15

Mr. [Name] and [Name] of the [Organization]
[Address]

Re: [Subject]

Enclosed for [Name] are [Number] copies of [Document]

ATTACHED REPORT

GOVERNMENTAL REPORT NO. [Number]

BACKGROUND:

The [Organization] has been [Action] [Subject] since [Date].

The [Organization] has been [Action] [Subject] since [Date].

Appendix A: [Subject]

Appendix B: [Subject]

Appendix C: [Subject]

Appendix D: [Subject]

Appendix E: [Subject]

RESULTS:

The [Organization] has been [Action] [Subject] since [Date].

RECOMMENDATION:

1. The [Organization] should [Action] [Subject].

CONCLUSION:

The [Organization] has been [Action] [Subject] since [Date].

The [Organization] has been [Action] [Subject] since [Date].

The [Organization] has been [Action] [Subject] since [Date].

Prepared by: [Name]

Reviewed by: [Name]

APPENDIX A

SAFETY ANNUAL REPORT
ACCIDENT STATISTICS

	1993	1994	1995	MARCH 1996 (Jan. - March)	MARCH 1995 (Jan. - March)
<u>INCIDENTS</u>					
Lost Time	167	135	161	57	40
Medical Aid	217	241	214	56	55

ALL ACCIDENTS BY MAJOR OCCUPATION

	1993	1994	1995
Teachers-Secondary	27	35	22
Teachers-Elementary	74	91	83
Education Assistant	24	30	34
Caretaker(Firemen)	60	68	65
Cleaners	90	106	85
Lunchroom Supervisor	21	22	9
Maintenance	7	8	5

ACCIDENT TYPE

Cuts/Bruise	38	19	28
Slips/Falls	59	49	34
Struck By	106	52	74
Strains	146	90	146
Struck against/Contact	54	35	55

BY BODY PARTS

Leg	188	99	157
Back	190	129	151
Hand	153	84	61
Arm	129	88	130
Shoulder	87	55	74
Head	70	36	146
Foot	64	27	62

BY LOCATION

Classroom	226	119	219
Portables	15	7	1
Halls	91	65	99
Stairs	58	36	42
Parking Lot	22	23	30
Outside Walkways	26	17	53
Playgrounds	65	30	37
School Trip	24	5	12
Gym	50	29	36

APPENDIX B

OVERVIEW OF ACCIDENT STATISTICS

INCIDENTS

- * 1995 had a 19.3% increase in lost time injuries compared to 1994.
- * lost time injuries to date (March 1996) 57 are higher than the same time in 1995

WORKERS' COMPENSATION BOARD (WCB) ASSESSMENT

- * Under Schedule 1 the 1995 WCB assessment would be \$1,200,000.00
- * As of January 1995, HBOE is covered under schedule 2 which removes assessment and Neer costs and allows a dollar for dollar plus 16% administration fee

ACCIDENTS BY MAJOR OCCUPATION

- * Teachers - Elementary (1995) 83 total incidents
Full time employees - 1572

lost time - 28	slip/fall - 16
health care - 55	struck by - 16
	struck against - 13
	cuts/bruises - 6
	strains - 25

- * Cleaners (1995) 85 total incidents
Full time employees - 299

lost time - 46	slip/fall - 5
health care - 39	struck by - 20
	struck against - 19
	cuts/bruises - 9
	strains - 54

- * Student Aggression

1993	1994	1995
health care - 11	health care - 16	health care - 16
lost time - 4	lost time - 3	lost time - 7
- slight increase in health care over 1993 and greater increase in lost time over 1993 and 1994		
- staff more aware and are now reporting		
- issue being monitored by Staff and Supervisors (Principals)		

APPENDIX C

MAJOR COMPONENTS OF THE OCCUPATIONAL HEALTH AND SAFETY PROGRAM

STAFF: *Coordinator Occupational Health and Safety*
 Safety Technician .5 FTE
 Safety Clerk (WCB)

Total employees 4,137 (December 1995)
 Number of work sites 113

Major components of the Occupational Health and Safety Program are:

- Coordination and resource to the School Joint Health and Safety Committee and the Plant Joint Health and Safety Committee

School Joint Health And Safety Committee (SJHSC)

- worker co-chair: **Sue Crawford**, Westview
- management co-chair: **Bill Ferris**, Westmount

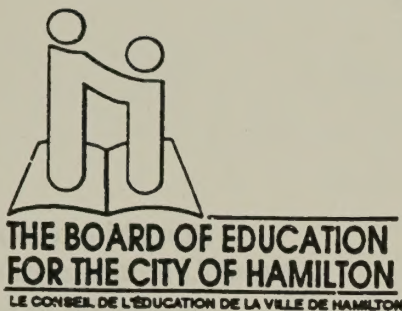
Plant Joint Health And Safety Committee (PJHSC)

- worker co-chair: **Howard McMillan**, Vern Ames
- management co-chair: **Pat Gillie**, Education Centre

- Coordination, training and monitoring of School inspections conducted by the Joint Health and Safety Committee(s)
- Workplace Hazard Materials Information System (WHMIS) compliance as it relates to training of all staff, maintaining school WHMIS binders (Material Safety Data Sheets) and preparation of workplace labels.
- Assist in the Orientation of all new staff, including supply and casual staff in General Safety, Asbestos and WHMIS. The coordination of regular staff training in the areas of ladders and scaffold, first aid etc.
- Conduct Workplace testing and assessment in the areas of indoor air quality, asbestos air monitoring and use of chemicals and substances.
- Respond to requests for assistance from schools in relation to emergencies, ie. student or staff health and/or safety concerns.
- Conduct workplace accident investigations where necessary.
- Administer WCB claims, which includes accuracy, clarification, accountability and monitoring.
- Initiate and facilitate a return to modified work if appropriate for those workers on WCB through the assistance and initiative of the Employment Services Representative.

APPENDIX D**NEW OCCUPATIONAL HEALTH AND SAFETY
INITIATIVES/CHALLENGES FOR 1996**

- * The Hamilton Board of Education has been successful in moving to schedule 2 (from schedule 1). This will provide an opportunity to benefit directly from reduced WCB costs.
- * To improve the proactive management of WCB claims, Sue Mawson, Human Resources Officer will undertake greater responsibility for ongoing claims administration.
- * There will be a distribution of the Occupational Health and Safety manual to all work sites.
- * The Coordinator, Occupational Health and Safety, represents this Board on the Hamilton Safety Council. The Coordinator currently holds the position of past president. Present initiatives include citizen's awards for bravery. The Council also participates with the Status of Women Committee in identifying and assessing the safety and security concerns of the citizens of Hamilton.



Occupational Health and Safety Program

INTRODUCTION

The Board is committed to establish programs for the protection of staff from injury and occupational diseases in the workplace.

POLICY

The Hamilton Board of Education shall provide a safe and healthy environment for all people in Board-owned facilities in accordance with the Occupational Health and Safety Act.

ACCOUNTABILITY

Board of Trustees, management and staff will be accountable as defined in the Occupational Health and Safety Act.

All staff are responsible for and will be held accountable for working safely.

All persons employed or contracted by the Board shall comply with the safe work practices and procedures established by the Board.

CHAIRMAN OF THE BOARD
ROBERT STEWART

DIRECTOR OF EDUCATION
DONALD W. GOODRIDGE

96 - 02 - 15

DATE

If you have any questions about safe work practices and procedures in your work area, contact your supervisor or call the Occupational Health and Safety Coordinator, 527-5092, ext. 2246.



**THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON**
LE CONSEIL DE L'ÉDUCATION DE LA VILLE DE HAMILTON

Programme «Santé et sécurité au travail»

INTRODUCTION

Le Conseil s'engage à mettre en oeuvre des programmes visant la protection du personnel contre les blessures et les maladies professionnelles au lieu de travail.

POLITIQUE

Le Conseil de l'éducation de la ville de Hamilton offre un milieu sain et sécuritaire pour tout le personnel à son emploi dans les installations dont il est le propriétaire, conformément à la *Loi sur la santé et la sécurité au travail*.

RESPONSABILITÉS

Les conseillères et les conseillers scolaires, les cadres et le personnel ont l'obligation de rendre des comptes conformément à la *Loi sur la santé et la sécurité au travail*.

La responsabilité de travailler en sécurité et de rendre des comptes incombe à chaque membre du personnel.

Le personnel à l'emploi du Conseil et les entrepreneurs sous contrat doivent adhérer à la procédure et aux pratiques de sécurité mises en oeuvre par le Conseil.

PRÉSIDENT DU CONSEIL
ROBERT STEWART

DIRECTEUR DE L'ÉDUCATION
DONALD W. GOODRIDGE

96 - 02 - 15

DATE

Pour de plus amples renseignements à propos de la procédure et des pratiques de sécurité, veuillez appeler au bureau de la santé et la sécurité au travail au 527-5092, poste 2246.

Education Centre
100 Main Street West
Hamilton, Ontario
1996 06 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF

(a) That the following Elementary teachers be re-appointed to the Permanent Staff, effective 1996 09 01, with salary according to the salary schedule:

Tracy Allan
Biljana Arsovic Filice
Josee Bergeron-Scibetta
Mark Berneche
Theresa Berhardt
Erin Birch-Jones
Sandra Bonbled
Catherine Bresnahan
Chantel Campbell
Rose Cantagalli
Julie Capretta
Rhonda Chaimovitz (.5)
Arlene Charters
Lesley Chiasson
Sharron Ciannvei
Adriannne Cimba
Heather Clark
Kim Compton
Willam Constable
Nancy M. Cooper
Kathryn Cornett
Glenn Corriveau
Rita Corsini (.7)
Susanna Costa-Popovich
Suzanne Crossgrove
Mark Cuicani
Angela Cutulle
Francoise Cyr (.5)
Franciska Daines
Eirlys Davies
Donna Day

Barbara Maniel
Kathryn Maudsley
Robert Maudsley
Hermon Mayers
Keith Mayner
Catherine McCluskey (.7)
Sandra McCormick
Rodney McHaffie
Patrick McKenna
Melanie McPherson
Brian McVittie
Margaret Mete
Angela Migliore
Carol Moffatt
Kathleen Moir
Monica Moran
Mary-Margaret Morris
Susan Morrone
Barbara Moskaluk
Gregory Motolanez
Diane Nishizaki
Tara Opie
Michelle Paquette
Sandra Patterson
Nancy Peirce
Judith Penner
Theodosia Perry
Cynthia Philip (.5)
Elaine Pilgrim-Susi
Margaret Plant
Brian Playfair

Jane DeRoo (.5)
 Carol DeSoer
 Jamie Dianda
 Laura DiMatteo
 Darlene DiSalvia
 Deborah Finn-Flaherty
 Margaret Fong
 Leslie Francey
 Sylvie Francis
 Paul Giacomelli
 Irene Gibb
 Edward Gondar
 Lynette Gossen
 Kelly Grace
 Loriann Graff
 Alisa Greve
 Kenneth Hammond
 David Harper
 John Hashimoto
 Lois Haslett (.5)
 Laura Helt
 Douglas Ho
 Lauren Howard
 William Hutchinson
 Susan Jackson-Bosher
 Heather Kaine
 Betty Kalafatis
 Debra Kerr-Pendlebury
 Bonnie Kinal
 Kathryn Kohler
 Karen Koop
 Kelly Kowalchuk
 John Kozolanka
 Lynn Krusto (.7)
 Cynthia Lea
 Joanne Lovell
 Valerie Lowrey
 Christine Ludkin
 Catherine Magowan
 Dee Maharajh

Lynda Pollock
 Sharon Rattray
 Scott Read
 Lisa Read
 Wendy Reeson
 Lisa Reynolds
 Suzanne Rich
 Deanna Richardson
 Anita Ridderstap
 Maryann Rimal
 Susan Rodgers
 Gregory Rogers
 Antonietta Romanow
 Cherilyn Saliccioli
 Cynthia Schien
 Racheleine Seidelman
 Scott Sincerbox
 Gail Slater
 Mary Sobota
 Edward Stodulka
 Nanci-Jane Stringer
 Joan Sybersma
 Madeleine Tanglao-Dwyer
 David Thierry
 Jacqueline Trapp
 Sharon Turner
 Fiona Valiquette
 Abe VanderLaan
 Catherine Wallace
 Susan Ward
 Julie Warriner
 K. Rose-Anne Watt
 John Weare
 Penny White
 Scott Whittington
 Kenneth Williams
 Janet Wolfe
 Brenda Wood-Martin
 Barbara Wynn-Jones

137.6 F.T.E.
 141 Teachers

3. PROMOTIONS

(a) (i) That Ronald Halmos (S) be appointed to the position of Acting Principal of a Secondary School, effective 1996 09 01, with salary according to the salary schedule.

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignations of the following Elementary School Principals for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid:

Olga Hencher
Peter McCarroll
Donald Oliphant

(ii) That the resignations of the following Secondary School Principals for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid:

Joan Morse
James Ruddie

(iii) That the resignation of James Wilson, Secondary School Vice-Principal for the purpose of retirement, effective 1996 06 30, be accepted with regret and the Board's gratuity be paid.

(iii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Elaine C. Aikman (E), 1996 06 30
Joan P. Allan (E), 1996 06 30
George G. Augustin (S), 1996 06 30
Gary J. Billings (S), 1996 04 30
Claudio Brunetti (S), 1996 06 30
Iris Chatten-Poot (S), 1996 07 30
Patricia C. Cudmore (E), 1996 06 30
Robert deHaan (S), 1996 06 30
Elmer Dippel (S), 1996 08 31
Helen Douglas (E), 1996 06 30
Jennifer A. Early (E), 1996 06 30
Wayne Elgie (S), 1996 06 30
Ian P. Fraser (E), 1996 06 30
Alexandra Gall (S), 1996 06 30
John Gumbert (E), 1996 06 30
Margaret Penny Gumbert (E), 1996 06 30
Barbara Harper (E), 1996 06 30
Barbara Hennessy (E), 1996 06 30
Margaret Iaquinto (S), 1996 06 30
Barbara Johnston (E), 1996 06 30
Lois Kelly (E), 1996 06 30
Mary Kinsey (E), 1996 06 30
Shirley Knapman (E), 1996 06 30
Ian Leech (E), 1996 06 30
Sandra MacDonald (E), 1996 06 30
Malcolm MacPhee (S), 1996 06 30
Richard McNeillie (S), 1996 06 30
Terence R. Morgan (S), 1996 06 30
Robert B. Moulton (E), 1996 06 30
Catharine North (S), 1996 06 30
Jacqueline Odoni (E), 1996 06 30
Margaret Parsons (E), 1996 06 30

Lenore H. Pastuzak (E), 1996 06 30
 Larry Pitz (S), 1996 06 30
 Louis Quildon (E), 1996 06 30
 William G. Robertson (S), 1996 06 30
 Judith E. Robinson (E), 1996 06 30
 Edward Rokowski (S), 1996 06 30
 Nancy Ruddle-Hodson (E), 1996 06 30
 Roger Rose (S), 1996 06 30
 Ronald E. Scherer (S), 1996 06 30
 Hans Schlechta (S), 1996 06 30
 L. Ruth Simmons (E), 1996 06 30
 Gordon M. Sloan (S), 1996 06 30
 Donald G. Spearin (S), 1996 06 30
 Robert Stamp (S), 1996 06 30
 Jane Steeves (E), 1996 06 30
 Gloria Stout (E), 1996 06 30
 Gladys Toze (S), 1996 06 30
 M. Elaine Twigg (E), 1995 10 31
 Patricia Van Boom (E), 1996 06 30
 Olga M. Warren (E), 1996 06 30
 Raymond D. Wingfield (E), 1996 06 30
 F. Shirley Winters (S), 1996 06 30
 Judy Woods (E), 1996 06 30
 Paul Yakimoff (S), 1996 06 30
 Wayne M. Young (S), 1996 06 30
 Audrey Yegin (E), 1996 06 30

(iv) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret.

Bonnie Chapman (E), 1996 11 30
 Julie Lamont (S), 1996 06 30
 Gale Male (E), 1996 06 30
 Sharon McCarroll (E), 1996 06 30
 Wilmagale Watson (E), 1996 06 30

(b) That the resignations of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Katherine Aldgate (Secretary, Clerical & Technical Staff), 1996 06 30
 Sandra Ballagh (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 06 30
 Mary Beda (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 06 30
 Deanna Binkley (Secretary, Clerical & Technical Staff), 1996 06 30
 Kathleen Brown (Secretary, Clerical & Technical Staff), 1996 06 30
 Mary M. Davies (Secretary, Clerical & Technical Staff), 1996 06 30
 Ilene Durant (Secretary, Clerical & Technical Staff), 1996 06 30
 Barbara Greenlee (Library Secretary, Clerical & Technical Staff), 1996 06 30
 Colleen Henderson (Second Secretary, Clerical & Technical Staff), 1996 06 30
 Herb Hyland (Administrative Assistant, Administrative Staff), 1996 08 31
 Marilyn Johnstone (Secretary, Clerical & Technical Staff), 1996 06 30
 Carol Lewis (Library Secretary, Clerical & Technical Staff), 1996 06 30
 Dorothy McBride (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 06 30

Marie Shwaluk (Senior Secretary, Secondary School Clerical & Secretarial Staff), 1996 08 31
 Marjorie Wilkinson (Library Secretary, Clerical & Technical Staff), 1996 06 30

7. LEAVING EMPLOYMENT

(a) (i) That the date, 1996 08 31, for the following teachers to leave the employ of the Board, be approved:

Vanessa Gray (E)
 Jane Sherwood (E)

(ii) That the date, 1996 08 31, for the following teachers to leave the employ of the Board, be approved and that they receive severance in accordance with their collective agreement:

Sandra Della Maestra (S)
 Paul Girard (S)
 Marvin Marcinko Kuehn (S)
 Colleen McIntyre de Souza (E)
 Stephen Potter (S)
 Elizabeth Sharples (E)
 Patricia Squire (E)
 Steven J. Toth (S)

8. LEAVES

Leave of Absence

(a) (i) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Linda Bland (E), 1996 09 23 to 1997 03 28
 Sharon Crechiola (E), 1996 05 07
 Carrie Collins (S), 1996 06 10 to 1997 01 31
 Charlene Durrutt (E), 1996 09 01 to 1997 08 31
 Rein Ende (E), 1996 09 01 to 1997 08 31
 Rob Kelley (S), 1996 09 01 to 1997 08 31
 Judy Lampman (E), 1996 09 01 to 1997 08 31
 Maria-Pilar Lanillos (E), 1995 05 25
 Anne McNeill (E), 1996 09 01 to 1997 08 31
 Linda Moreton (E), 1996 04 15
 Patricia Omatsu (E), 1996 05 30
 Bruce Quinn (E), 1996 09 01 to 1997 08 31
 Tara Tandan (S), 1996 09 01 to 1997 08 31
 C. Donald Warren (E), 1996 09 01 to 1997 08 31
 James Warren (S), 1996 09 01 to 1997 08 31
 Wendy Wilson (E), 1996 02 22

(ii) That the request of Vanessa Gray (E) to rescind her Leave of Absence, effective 1996 09 01 to 1997 08 31, granted at the April meeting, be approved.

(b) (i) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Anna Brohman (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 04 15 to 1996 10 18

Lois Morin (Library Secretary, Clerical & Technical Staff), 1996 07 01 to 1997 06 30

Debi Owen (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 05 06 to 1996 11 01

Norma Rookwood (Secretary, Clerical & Technical Staff), 1996 07 01 to 1997 01 03

Bev Wilson (Mailroom Clerk, Clerical & Technical Staff), 1996 07 22 to 1997 07 18

(ii) That the request of Susan Holden, Job Coach (Clerical & Technical Staff) to rescind her Leave of Absence, effective 1996 05 01 to 1996 06 30, granted at the May meeting, be approved.

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed to:

Sherri Cooper (E), 1996 05 17 to 1997 08 31

Melinda Lula (S), 1996 07 01 to 1997 01 31

Leave of Absence - "Four Over Five"

(a) That the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five") according to the Collective Agreement, effective as shown, be granted:

(i) That the Leave of Absence under the Salary Holdback Plan ("Four Over Five") granted to Rick Brawn for the second semester of the 1995-96 school year, effective February 1, 1996 be rescinded.

(ii) That the Leave of Absence under the Salary Holdback Plan ("Four Over Five") granted to Penny Gumbert for the 1997-98 school year, be rescinded.

(iii) That the request of Faith Bland for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Elementary Collective Agreement be amended to read for the 1999-2000 school year, effective September 1, 1999.

(iv) That the request of Judith Cole for a Leave of Absence Under the Salary Holdback Plan ("Four Over Five") of the Secondary School Collective Agreement be amended to read for the 1996-97 school year, effective February 1, 1997.

(v) That approval be granted for the request of Sharon Roppel for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Secondary Collective Agreement for the second semester of the 1997-98 school year, effective February 1, 1998 until June 30, 1998.

(vi) That the request of Anna Gusenbauer for a Leave of Absence Under the Salary Holdback Plan ("Four Over Five Plan") of the Elementary Collective Agreement be amended to read for the 1997-98 school year.

(vii) That approval be granted for the request of Ryan Scott for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Secondary Collective Agreement for the second semester of the 1996-97 school year, effective February 1, 1997 until June 30, 1997.

(viii) That the request of Rick Hart for a Leave of Absence Under the Salary Holdback Plan ("Four Over Five Plan") of the Secondary Collective Agreement be amended to read for the first semester of the 1997-98 school year, effective September 1, 1997 until January 31, 1998.

(ix) That approval be granted to the request of Gail Tessier for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the OSSTF, Office, Clerical and Technical Collective Agreement for the 2000 - 2001 school year.

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Gail Andrews (E), 1996 09 01
Joan S. Browning (E), 1996 09 01 to 1997 08 31
Janis Colohan (E), 1996 09 01
Michele Fairfield (S), 1996 09 01 to 1997 08 31
David Hamilton (E), 1996 09 01
Nancy Koegler (E), 1996 06 03 to 1996 06 14
Brian Radke (S), 1996 09 01 to 1997 08 31
Doug Robb (S), 1996 09 01 to 1997 08 31
David Simpson (S), 1996 09 01 to 1997 08 31
Joyce Whittle (E), 1996 09 01 to 1997 08 31

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Joseph Hammill (S), 1996 09 01
Tara Opie (E), 1996 06 03
Frances Dilorio (S), 1996 06 10
Jennifer McConnell (S), 1996 06 24
Christine McCulloch (S), 1996 09 01

9. OTHERS

Loan of Service

(a) That approval be given to the loan of Barbara Burns (E) to the Department of National Defense, to teach in Europe under the usual contract arrangement, for the period 1996 09 01 to 1998 08 31.

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

1. The first part of the report is a summary of the work done during the year.

2. The second part is a detailed account of the work done during the year.

3. The third part is a summary of the work done during the year.

4. The fourth part is a detailed account of the work done during the year.

5. The fifth part is a summary of the work done during the year.

6. The sixth part is a detailed account of the work done during the year.

7. The seventh part is a summary of the work done during the year.

8. The eighth part is a detailed account of the work done during the year.

9. The ninth part is a summary of the work done during the year.

10. The tenth part is a detailed account of the work done during the year.

11. The eleventh part is a summary of the work done during the year.

12. The twelfth part is a detailed account of the work done during the year.

13. The thirteenth part is a summary of the work done during the year.

14. The fourteenth part is a detailed account of the work done during the year.

15. The fifteenth part is a summary of the work done during the year.

16. The sixteenth part is a detailed account of the work done during the year.

17. The seventeenth part is a summary of the work done during the year.

18. The eighteenth part is a detailed account of the work done during the year.

19. The nineteenth part is a summary of the work done during the year.

20. The twentieth part is a detailed account of the work done during the year.

21. The twenty-first part is a summary of the work done during the year.

22. The twenty-second part is a detailed account of the work done during the year.

23. The twenty-third part is a summary of the work done during the year.

24. The twenty-fourth part is a detailed account of the work done during the year.

25. The twenty-fifth part is a summary of the work done during the year.

26. The twenty-sixth part is a detailed account of the work done during the year.

1996 06 12

TO: The Chairman and Members
Personnel and Organization Committee

FROM: Richard W. Binns
Superintendent of Human Resources Services

RE: **Elementary and Secondary Vice-Principal and Principal
Candidates Eligible for Promotion**

Background

At the February 1996 Meeting, approval was granted to initiate the amended Vice-Principal and Principal promotion process. (Academic Memoranda 010 and 011)

Issue

To establish the Elementary and Secondary Vice-Principal and Principal Candidates Approved for Promotion List.

Recommendation

That the Elementary and Secondary Vice-Principal and Principal List be approved and that this list become the Approved for Promotion List.

Rationale

The following candidates successfully completed the process as monitored by the Selection Committee and have been recommended by Senior Management for the Eligible for Promotion List.

Elementary Vice-Principal

T. Charles Buttle
Ruth Ann MacFarlane
Adele Rayment
Lillian Somerville
Susan Ward
Margaret Willett

Secondary Vice-Principal

Errol Ellis
Theodore Kocznur
Carol Rambran

Elementary Principal

Terese Gallagher
Kenneth Griffin

Secondary Principal

David Hutton
Robert McGall

The following are the names of the persons who have been appointed to the various committees of the Board of Directors:

Committee on Finance: Mr. J. H. Smith, Chairman; Mr. A. B. Jones, Secretary; Mr. C. D. Brown, Treasurer; Mr. E. F. White, Member.

Committee on Management: Mr. J. H. Smith, Chairman; Mr. A. B. Jones, Secretary; Mr. C. D. Brown, Treasurer; Mr. E. F. White, Member.

Committee on Finance

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Committee on Finance

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Committee on Finance

The following are the names of the persons who have been appointed to the various committees of the Board of Directors:

Committee on Finance
Chairman
Secretary
Treasurer
Member

Committee on Finance
Chairman
Secretary
Treasurer
Member

Committee on Finance
Chairman
Secretary
Treasurer
Member

Committee on Finance
Chairman
Secretary
Treasurer
Member

TO: Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

FROM: Senior Management

RE: Twinning

REPORT CLASSIFICATION: Decision

Background:

At the Special Meeting of the Operations and Finance Committee on 1996 04 16, the following motion was approved:

That the following recommendations in the Report regarding Reduction of Six Elementary School Principal Positions: Alternatives to Twinning be approved:

1. *That a reduction of six principal positions effective September, 1996 be achieved through a combination of twinning schools and campus concept reallocating existing principal/vice-principal resources at a savings of \$214,172 in the 1996 budget.*
2. *That following the announcement of retirements (May 31, 1996), a plan detailing the schools involved and the assignment of principals/vice-principals be brought back to the Operations and Finance Committee for approval in June, 1996.*
3. *That following a review of the teaching principal concept for small schools, a future report be shared with trustees outlining a plan for the utilization of existing principal/vice-principal resources (effective September, 1997).*

The twinning plan was to involve the smallest schools, schools sharing a campus or geographically in close proximity. As well, pertinent sections of the Elementary Collective Agreement relating to "surplus" have had to be respected.

1. Three principal retirements have been announced and one principal will return from a Federation assignment. Therefore, four current principals will be declared surplus and will become vice-principals.
 2. (a) According to the Collective Agreement [Article 23.05 (a){ii}]. Principals must be declared surplus according to the following criteria:
In order to establish the relative seniority status of each Principal, these criteria shall apply in the following order:
 - (i) years of experience with the Board in the position of Elementary Principal,
 - (ii) years of experience with the Board in the position of Elementary Vice-Principal,
 - (iii) seniority as determined by Article 21.
 - (b) The following principals, are, therefore, surplus:

Marilyn Stewart (Lisgar)
Catherine Youngblud (Peace Memorial)
Dave Repchuck (Hillsdale)
Gail Belisario (Queensdale)
 (By seniority as per collective agreement)
 3. Technically, these four principals would be reallocated to four school sites as Vice-Principals replacing the four temporary V.P.'s currently assigned. Four current principals, as part of a twinning plan, would be assigned to these schools from current sites, thereby, disrupting eight school communities.
- To avoid this, we are recommending an Interim Plan designed to address the need to provide continuity for the students, staff and parent community of the four identified schools. The surplus principal will remain on site as a vice principal. Each of the schools will be twinned with the schools listed. The administrative team (principal/vice-principal) will carry out administrative duties providing continuity to the five schools affected. (See Interim Plan: September, 1996)

5. The four vice-principals assigned to the twinned schools will be taken from the existing compliment of 22 vice-principals.
6. The plan to twin small schools will begin in September, 1996. (See Twinning Plan). Consideration has been given to:
 - student population/needs
 - school/community needs
 - administrative responsibilities
 - availability of an administrative team (Principal & Vice-Principal)
 - geographic location
7. Future retirements will replace "interim" arrangements (see Twinning Plan-Future) as they occur.

INTERIM PLAN: SEPTEMBER, 1996

**Lisgar
Peace Memorial
Hillsdale
Queensdale**

**Ryckman's Corners
Norwood Park
Hillcrest
Buchanan Park**

TWINNING PLAN

**Hess
Earl Kitchener
Ryckman's Corners
Strathcona
Queensdale
Fairfield**

**Central (Sept. 96)
Allenby (Sept. 96)
Helen Detwiler (Future)
G. R. Allan (Future)
Linden Park (Future)
Lloyd George (Future)**

Issue:

To seek approval for the "Interim & Future Twinning Plan" for September, 1996.

Recommendation:

That the "Interim & Future Twinning Plan" for September, 1996 be approved.

Rationale:

1. The proposed Plan:
 - (a) meets the mandate of the board motion to reduce 6 principal positions;
 - (b) reflects Trustee direction to consider small schools and the campus concept (schools in close proximity);
 - (c) respects the requirements of the Elementary Collective Agreement in respect to the issue of surplus;
 - (d) respects the needs of school communities for administrative continuity.

URBAN MUNICIPAL
CA4 ON HBL W26
A36
1996

URBAN MUNICIPAL

AUG 30 1996

AGENDA

GOVERNMENT DOCUMENTS

SPECIAL MEETING OF THE
PERSONNEL & ORGANIZATION COMMITTEE

1996 08 27

GENERAL

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources

Page 1

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources

Pages 2 to 5

10/10/1971

10/10/1971

10/10/1971
10/10/1971
10/10/1971

10/10/1971

10/10/1971

10/10/1971

10/10/1971

Education Centre
100 Main Street West
Hamilton, Ontario
1996 08 27

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(a) That Claire Vander Beek be promoted to the position of Communications Assistant - Grade 9, 10 month (Administrative Staff), effective 1996 09 01, with salary according to the salary schedule.

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Return from Leave of Absence

(a) That the following staff be returned from a Leave of Absence, effective as shown:

Linda Sheppard (Secretary, Clerical & Technical Staff), 1996 08 21

Doris Thomsen-Griffin (Special Projects & Audit Clerk, Clerical & Technical Staff), 1996 08 21

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/dk

Education
and
the
State
1990-91

The Chairman and Members
of the Commission
on Education

Chairman and Members

GENERAL

I have the honor to acknowledge the receipt of your letter of the 10th inst.

1. RECOMMENDATIONS

2. RECOMMENDATIONS

3. RECOMMENDATIONS

4. RECOMMENDATIONS

5. RECOMMENDATIONS

6. RECOMMENDATIONS

7. RECOMMENDATIONS

8. RECOMMENDATIONS

9. RECOMMENDATIONS

10. RECOMMENDATIONS

11. RECOMMENDATIONS

12. RECOMMENDATIONS

13. RECOMMENDATIONS

14. RECOMMENDATIONS

15. RECOMMENDATIONS

Respectfully,
Chairman

16. RECOMMENDATIONS

17. RECOMMENDATIONS

Education Centre
100 Main Street West
Hamilton, Ontario
1996 08 27

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) (i) That the following teachers be re-appointed to the Probationary Staff, effective 1996 09 01, with salary according to the salary schedule:

Paul Brown (S), .5 (F.T. Sem. 1 only)
Carmen Bucci (S), .5 (F.T. Sem. 1 only)
Brenda Csordas (S), .5 (F.T. Sem. 1 only)
Joan DiBernardo (S), .5 (F.T. Sem. 1 only)
Joseph DiDonato (S), .5 (F.T. Sem. 1 only)
Tony Guthrie (S), .5 (F.T. Sem. 1 only)

Barbara McIlveen (S), .5 (F.T. Sem. 1 only)
P. Bruce McLeod (S), .5 (F.T. Sem. 1 only)
Kelly Pike-Baigent (S), .5 (F.T. Sem. 1 only)
Theresa Sgambato (S), .5 (F.T. Sem. 1 only)
Graham Timms (S), .5 (F.T. Sem. 1 only)

(ii) That the following teachers be appointed to the Probationary Staff, effective 1996 09 01, with salary according to the salary schedule:

Sarah Attridge (S), .5 (F.T. Sem. 1 only)
Katherine Ammendolia (S), .5 (F.T. Sem. 1 only)
Richard Bonafite (S), .5 (F.T. Sem. 1 only)
Brian Bradley (S), .5 (F.T. Sem. 1 only)
Dean Brunetti (S), .5 (F.T. Sem. 1 only)
Gregory Clark (S), .5 (F.T. Sem. 1 only)
Gregory Corey (S), .5 (F.T. Sem. 1 only)
Sandra Cuiciani (S), .5 (F.T. Sem. 1 only)
Maureen Dwyer (S), .5 (F.T. Sem. 1 only)
Darlene Etherington-Pounder (S), .5 (F.T. Sem. 1 only)
Kelly George-Dalgleish (S), .5 (F.T. Sem. 1 only)
Shelley Falla (S), .5 (F.T. Sem. 1 only)
Leanne Fraser (S), .5 (F.T. Sem. 1 only)
Joseph Henderson (S), .5 (F.T. Sem. 1 only)
Sarah Hodgson (S), .5 (F.T. Sem. 1 only)
Peter Isaacs (E), .7
Cynthia Knowles (S), .5 (F.T. Sem. 1 only)
John Lewis (S), .5 (F.T. Sem. 1 only)
Ralph Martens (S), .5 (F.T. Sem. 1 only)

Diana Montecristo (S), .5 (F.T. Sem. 1 only)
Mark Oates (S), .5 (F.T. Sem. 1 only)
Gregory Persichini (S), .5 (F.T. Sem. 1 only)
Adam Potvin (S), .5 (F.T. Sem. 1 only)
Peter Robertson (S), .5 (F.T. Sem. 1 only)
Patricia Rocco (S), .33 (2/3. Sem. 1 only)
Cheryl Rowatt (S), .5 (F.T. Sem. 1 only)
Susan Scott (S), .5 (F.T. Sem. 1 only)
Stephen Sloan (S), .5 (F.T. Sem. 1 only)
Edward Stavnizky (S), .5 (F.T. Sem. 1 only)
Frank Strohschein (S), .5 (F.T. Sem. 1 only)
Paul Szczyry (S), .5 (F.T. Sem. 1 only)
Lydia Vermos (S), .5 (F.T. Sem. 1 only)
Sara Waite (S), .5 (F.T. Sem. 1 only)
Leanne Ward (S), .5 (F.T. Sem. 1 only)
Gregory Woodcroft (S), .5 (F.T. Sem. 1 only)
Ouahida Zaimi (S), .16 (1/3 Sem. 1 only)
Derek Zuccolo (S), .5 (F.T. Sem. 1 only)

(ii) That the following teachers be appointed to the Probationary Staff, effective 1996 09 01, with salary according to the salary schedule:

Sarah Attridge (S), .5 (F.T. Sem. 1 only)	Diana Montecristo (S), .5 (F.T. Sem. 1 only)
Katherine Ammendolia (S), .5 (F.T. Sem. 1 only)	Mark Oates (S), .5 (F.T. Sem. 1 only)
Richard Bonafite (S), .5 (F.T. Sem. 1 only)	Gregory Persichini (S), .5 (F.T. Sem. 1 only)
Brian Bradley (S), .5 (F.T. Sem. 1 only)	Adam Potvin (S), .5 (F.T. Sem. 1 only)
Dean Brunetti (S), .5 (F.T. Sem. 1 only)	Peter Robertson (S), .5 (F.T. Sem. 1 only)
Gregory Clark (S), .5 (F.T. Sem. 1 only)	Patricia Rocco (S), .33 (2/3 Sem. 1 only)
Gregory Corey (S), .5 (F.T. Sem. 1 only)	Cheryl Rowatt (S), .5 (F.T. Sem. 1 only)
Sandra Cuiciani (S), .5 (F.T. Sem. 1 only)	Susan Scott (S), .5 (F.T. Sem. 1 only)
Maureen Dwyer (S), .5 (F.T. Sem. 1 only)	Stephen Sloan (S), .5 (F.T. Sem. 1 only)
Darlene Etherington-Pounder (S), .5 (F.T. Sem. 1 only)	Edward Stavnizky (S), .5 (F.T. Sem. 1 only)
Kelly George-Dalgleish (S), .5 (F.T. Sem. 1 only)	Frank Strohschein (S), .5 (F.T. Sem. 1 only)
Shelley Falla (S), .5 (F.T. Sem. 1 only)	Paul Szczyry (S), .5 (F.T. Sem. 1 only)
Leanne Fraser (S), .5 (F.T. Sem. 1 only)	Lydia Vermos (S), .5 (F.T. Sem. 1 only)
Joseph Henderson (S), .5 (F.T. Sem. 1 only)	Sara Waite (S), .5 (F.T. Sem. 1 only)
Sarah Hodgson (S), .5 (F.T. Sem. 1 only)	Leanne Ward (S), .5 (F.T. Sem. 1 only)
Peter Isaacs (E) .7	Gregory Woodcroft (S), .5 (F.T. Sem. 1 only)
Cynthia Knowles (S), .5 (F.T. Sem. 1 only)	Ouahida Zaimi (S), .16 (1/3 Sem. 1 only)
John Lewis (S), .5 (F.T. Sem. 1 only)	Derek Zuccolo (S), .5 (F.T. Sem. 1 only)
Ralph Martens (S), .5 (F.T. Sem. 1 only)	

(b) That Marianna Cappelletti be promoted to the position of Senior Secretary - Level 5 (Secondary School Clerical & Secretarial Staff), effective 1996 08 28, with salary according to the salary schedule.

2. PERMANENT STAFF APPOINTMENTS

(a) (i) That the following Elementary teachers be re-appointed to the Permanent Staff, effective 1996 09 01, with salary according to the salary schedule:

Patricia Adam	Jacqueline Johnson (.5)
Bruce Adams	Wendy Martin (.2)
Judith Ambrose (.3)	Keith Mayner
Natalie Bastow	Catherine McCluskey (.7)
Glen Brown	Robert McManus
Lisa Brown	Penelope Mitton
Lisa Carroll (nee Savage)	Marlo Moore
Trevor Chiasson	Mary-Margaret Morris
Heather Clark	Diane Nishizaki
Nancy Cooper	Roseli Pietrantonio
Jane DeRoo (.5)	Athanasia Psarakis
Michelle Fawcett	Maryann Rimac
Cynthia Goodridge	Brad Rogers
Dorothy Haartman	Janice Tomlinson
Lois Haslett (.5)	Kathryn Tuite (.5)
Virginia Hewick	John Weare
Nancy Hill	Lois Wichman
Stephen James	Barbara Wynn-Jones
Patricia Jerome	Sonia Zolis

(ii) That the following teachers be re-called and appointed to the Permanent Staff, effective 1996 09 01, with salary according to the salary schedule:

Pieter Toth (S)
Paul Vukosa (S)

3. PROMOTIONS

(a) That Dawn Mutton (E) be appointed to the term position of Special Assignment Student Behaviour Resource Teacher, effective 1996 09 01, with salary according to the salary schedule. The duration of the term is to be determined.

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT

(a) That the date, 1996 08 31, for the following teachers to leave the employ of the Board be approved, and that they receive severance in accordance with their collective agreement:

Kim Compton (E)
Nancy M. Cooper (E)
Donald Harman (S)
George Omorean (S)
Racheline Seidelman (E)

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Lisa Bingleman (E), 1996 09 01 to 1997 03 14
Lisa Brown (E), 1996 09 01 to 1997 02 28
Pamela Carson-White (E), 1996 08 14 to 1997 02 21
Joanna Cascioli (E), 1996 07 01 to 1996 08 31
Michelle Fraser (E), 1996 09 01 to 1997 08 31
Thomas M. Griffith (E), 1996 09 01 to 1997 08 31
Kathryn Kohler (E), 1996 09 01 to 1997 08 31
Karen Koop (E), 1996 07 01 to 1996 08 31
Mary Legacy (S), 1996 11 11 to 1997 04 30
Barbara Moskaluk (E), 1996 09 01 to 1997 08 31
Judith Penner (E), 1996 08 23 to 1997 04 24
Richard Piet (S), 1996 09 01 to 1997 08 31
Suzanne Solnik (E), 1996 09 03 to 1997 05 06
Michael Stock (E), 1996 09 01 to 1997 08 31

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Lisa Borkovich (S) at a previous meeting be changed to 1996 07 01 to 1997 01 28.

Leave Extension

(a) That the requests of the following teachers for extensions of their Leaves of Absence, effective as shown, be granted:

Natalie Bastow (E), 1996 09 01 to 1997 08 31
Gordon Cillis (S), 1996 09 01 to 1997 08 31
Caryl Durst (S), 1996 09 01 to 1996 11 08
Margaret Mete (E), 1996 09 01 to 1996 12 31
Susan Morrone (E), 1996 09 01 to 1996 11 22
Cornelia Schuster (E), 1996 09 01 to 1997 08 31
Paula Scott (S), 1996 09 01 to 1997 01 28

(b) That the request of Carol Mulvey (Secretary, Secondary School Clerical & Secretarial Staff) for an extension of her Leave of Absence, effective 1996 08 05 to 1996 11 08, be granted.

Return from Leave of Absence

(a) (i) That the following teachers be returned from a Leave of Absence, effective 1996 09 01:

Virginia Allega-Di Sanza (E)
Karen Koop (E)

(ii) That the request of Cornelia Schuster (E) to return from a Leave of Absence approved at the April meeting, be rescinded.

(b) That Carol-Ann Robinson (Library Secretary, Clerical & Technical Staff) be returned from a Leave of Absence, effective 1996 08 19.

9. OTHERS

(a) That the following Acting Elementary School Principals be declared surplus to the staffing needs of the system and that the incumbents be transferred to the position of Elementary School Vice-Principal effective 1996 09 01:

Gail Belisario
David Repchuck
Marilyn Stewart
Catherine Youngblud

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

dk

URBAN MUNICIPAL
CAY ON HBL W26
A36
1996

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 09 12

Confirmation of the minutes of the regular meeting of 1996 06 12 and special meetings of 1996 05 27, 1996 06 27 and 1996 08 27.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

1. Report re Employee Absence Statistics Pages 1 to 3

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Page 4
2. Staffing Report - Full Time Equivalent Positions Page 5
3. Report on Supply Teacher Usage Pages 6 to 7
4. Temporary Assistance Report
 - Substitute Cleaner/Casual Assistance Usage Page 8
 - Temporary Assistance Expenditures Page 9
5. Annual Report - Race Relations and Ethnocultural Equity Policy Pages 10 to 11
6. Verbal Report re "Change your Future" Program

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 12 to 15

1996 09 12

TO: Personnel and Organization Committee
Hamilton Board of Education

FROM: Richard W. Binns
Superintendent of Human Resources Services

RE: EMPLOYEE ABSENCE STATISTICS

REPORT: FOR INFORMATION

BACKGROUND

StatsCanada reports the 1995 Canadian average absence as 9.1 days per worker. By comparison, the Hamilton Board of Education average is 10 days per worker. Seven of our occupational groups are below this average, three marginally above, and two significantly above.

Appendix I of this report details absence statistics in a new format. This includes the breakdown of:

- a) absence averages by occupational group; and
- b) short and long term* absences by occupational group

*Absences are considered long term when the number of days absent exceeds the annual allocation.

ISSUE

To report on employee absence statistics.

RECOMMENDATION

This report be received for information.

RATIONALE

This report is in response to the Minutes of the Personnel and Organization Committee meeting held on 1995 09 14.

Prepared by: Judith Bell, Assistant - Staff Development
Susan Mawson, Human Resources Officer

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

RESEARCH REPORT

NO. 1000

1950

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

RESEARCH REPORT

NO. 1000

THE UNIVERSITY OF CHICAGO

1950

THE UNIVERSITY OF CHICAGO

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THE UNIVERSITY OF CHICAGO

DEPARTMENT OF CHEMISTRY

APPENDIX I (i)

Absence Averages by Occupational Group

Occupational Group	1993 # of days sick leave	1993-94 # of days sick leave	1994 # of days sick leave	1994-1995 # of days sick leave	1994 and 1994/95 average absent days	1995 # of days sick leave	1995-96 # of days sick leave	1995 and 1995/96 average absent days
Elem. Tchr.		13 813.31		14318.61	8.6		12516.45	7.5
Sec. Tchr.		6 242.54		4997.75	5.4		5560.23	6.3
PSSP		219.6		102.25	3.2		134.1	3.5
Sr. Mgmt.	21.0		18.00		1.5	23		2.0
Pass	769.0		839.50		9.8	787.50		9.8
Care./Maint.	3966.5		4142.25		19.4	4246.13		22.5
Cleaners	9124.5		6048.81		19.6	6599.05		22.5
OCTU	2312.91		2351.71		9.7	2132.00		11.0
Sec. Clerical	984.5		731.50		11.1	853.00		12.0
Ed. Assistants		2490.5		2440.39	9.6		2219.00	9.0
Lunchroom		5018.87		6400.67	12.5		2653.87	8.8
AEFO		408.5		272.5	7.4		331	9.0
TOTALS	17178.41	28193.01	14131.77	28532.17	9.8	14640.68	27908.58	10.0

Note: 1. Absences for illness only (charge days to sick leave account and pay deduct days).
 2. Workers' Compensation statistics NOT included.
 3. Absences of one year or greater are not included in these statistics.

Breakdown of Short Term and Long Term Absences By Occupational Group

	Short Term				Long Term									
	less than 13 (Trigger)		13 or more 20 or less (Allocation)		more than 20 65 or less		more than 65 213 or less		1 full year		% of sick leave as long term			
	Total persons with reported absence	# of persons	%	% of sick leave as short term	# of persons	%	# of persons	%	# of persons	%				
Occupational Group (10 month)	1499	1244	83		127	8.5		78	5	39	2.5	11	1.00	8
Elementary Teachers														
Secondary Teachers	679	595	88		22	3		25	4	28	4.0	9	1.50	9
PSSP	32	30	94		2	6		0	0	0	0	0	0	0
Educational Assistants	242	200	82.5		22	9		14	6	8	3.0	1	.50	9
Lunchroom Supervisors	281	220	78		29	10		30	11	2	.5	0	0	12
AEFO	35	27	77		6	17		1	3	1	3.0	0	0	6

		Short Term				Long Term							
		less than 13 (Trigger)		13 or more 24/26 or less (Allocation)		more than 24/26 64 or less		more than 64 163 or less		1 full year		% of sick leave as long as long term	
		Total persons with reported absence	# of persons	%	%	# of persons	%	# of persons	%	# of persons	%		
Occupational Group (12 month)													
Senior Management	7	7	100	0	0	0	0	0	0	0	0	0	0
PASS	68	61	90	5	7	0	0	0	0	1.5	2	1.5	6
Caretakers	202	95	47	60	30	31	16	9	4	2	5	2	23
Cleaners	301	139	46	80	27	40	13	19	6	4	19	6	27
OCTU	219	181	83	19	9	12	5	5	2	2	0	0	9
OPEIU	62	48	77	12	19	0	0	0	0	1	1	2	4

Education Centre
100 Main Street West
Hamilton, Ontario
1996 09 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil
2. PERMANENT STAFF APPOINTMENTS - Nil
3. PROMOTIONS - Nil
4. INTERNAL APPOINTMENTS - Nil
5. TIMETABLE CHANGES - Nil
6. RETIREMENTS
(a) That the resignation of Patricia Lane, Cleaner (Cleaning Staff) for the purpose of retirement, effective 1996 05 31, be accepted with regret.
7. LEAVING EMPLOYMENT - Nil
8. LEAVES
Secondment
(a) That the request of the Hamilton-Wentworth Industry Education Council for the extension of the secondment of James O'Connor (S), effective 1996 09 01 to 1997 08 31, to serve as Executive Director, be approved.
9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUALS					1995 ACTUALS					1996 ACTUALS					1995 BUDGET	
	1990	1991	1992	1993	1994	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG
Admin & Support Staff	503.04	496.21	461.16	458.16	444.96		419.76	419.76	419.76	408.06	408.06	408.06	408.06	408.06	408.06	398.85	398.85
Co-ordinators/Consultants	64.67	55.67	51.00	50.00	37.00		25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50
Teachers - Elementary	1,629.35	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95
Secondary - Composite	841.00	850.67	861.33	839.67	802.67		771.58	772.92	772.92	772.92	758.58	758.58	758.58	758.58	758.58	758.58	758.58
- Vocational	116.67	107.67	100.67	87.00	70.00		61.00	61.00	61.00	61.00	60.33	60.33	60.33	60.33	60.33	60.33	60.33
- Vanier	33.50	34.00	35.00	36.00	37.00		37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Elementary TR	20.00	16.00	14.00	13.00	9.00		9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Secondary TR	9.67	14.67	15.33	12.67	13.00		13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33
Lunchroom - Elementary	112.30	118.50	82.86	85.25	65.32		52.30	41.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00
- Secondary	7.00	7.00	7.36	7.64	4.50		4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
- Vocational	2.14	2.00	2.00	1.71	1.07		0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89
Bus Supervisors	17.68	16.71	15.86	17.14	16.86												
Educational Assistants	221.50	223.50	250.50	232.17	232.67		233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17
Lunchroom Assistants	6.56	6.56	7.12	4.12	2.70		2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14
Ctrks/Maint/Whs/Asbestos	220.00	219.00	214.00	213.00	210.00		186.00	186.00	186.00	181.00	181.00	181.00	181.00	181.00	189.00	189.00	189.00
Cleaners/Cooks	351.00	360.00	347.00	313.00	304.00		298.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00
Recoverable-Tchrs/Other	41.25	41.75	40.05	36.55	38.15		38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90
- Consultants	0.33	0.33															
- Clerical	0.50		1.00	1.00	1.00		1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00
- Educ Assist				4.33	4.33		3.83	3.83	4.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33
- Admin	0.50	0.50	0.50	0.50	1.00		1.00	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Full Time Equiv. Positions	4,198.66	4,231.49	4,164.34	4,050.66	3,875.88		3,730.85	3,721.89	3,720.39	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18	3,698.18	3,687.97	3,687.97
Number Of Employees	4,805	4861	4,829	4,706	4,451		4,236	4,195	4,137	4,121	4,107	4,107	4,107	4,107	4,115	4,105	4,105
Lunchroom Enrolment	15,571	16,618	17,432	18,003	18,707		18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707
Enrolment - Elementary	* 25,811	*26,111	*26,387	*26,685	*27,084		*27,395	27,364	27,397	27,409	27,378	27,415	27,409	27,396	27,297		
- Sec Composite	*12,707	*12,328	*13,001	*11,529	*12,158		*12,343	11,919	11,501	11,386	11,568	11,304	11,162	10,840	10,743		
- Sec Vocational	* 1,189	*950	*1,037	*771	*736		*729	697	648	626	668	637	622	574	556		
- Sec Vanier	* 399	*382	*465	*464	*480		*503	496	483	480	491	490	486	477	473		
- T. R.	* 178	*160	*167	*164	*157		*160	161	159	161	161	159	158	157	152		
- TOTAL	* 40,284	*39,931	*41,057	*39,613	*40,615		*41,130	40,637	40,188	40,062	40,266	40,005	39,837	39,444	39,221		

*September 30th Enrolments

Prepared by Human Resources September 12, 1996

SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	16.0	11.5	213.5		4.0	4.0		2.5		224.0	291.0	95,880	30,925	47,491	78,416
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	117,516	33,143	34,989	68,132
MARCH	16.0	29.0	392.5	6.5		3.5		2.5		405.0	503.0	115,959	36,779	43,892	80,671
APRIL	20.0	32.0	700.0	13.5	4.5	36.5		5.5		760.0	316.5	96,199	40,042	52,476	92,518
MAY	21.0	122.0	636.5	70.0	9.5	14.5		10.5		741.0	494.0	134,455	60,320	77,256	137,576
JUNE	20.0	104.5	540.5	11.0		2.0		1.0		554.5	270.0	114,159	30,843	84,222	115,065
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		321.0	2809.0	103.5	22.0	82.5	1.0	30.5		3048.5	2389.0	674,168	232,052	340,326	572,378
% Of Total			92.1	3.4	0.7	2.7	0.0	1.0							

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	363,450	109,851	130,895	240,746
FEBRUARY	20.0	45.0	1662.5	25.5	9.0	16.0	19.5	12.5		1745.0	1563.5	416,610	134,604	186,515	321,119
MARCH	15.0	35.0	1249.5	28.5	2.0	24.5	37.5	3.5		1345.5	1175.5	285,991	127,268	96,573	223,841
APRIL	20.0	48.0	2160.5	11.5	10.0	37.0	47.0	2.5		2268.5	1390.0	282,405	149,792	127,337	277,129
MAY	21.0	101.0	1665.0	6.0	6.0	71.0	71.5	14.5		1834.0	1360.0	313,765	143,626	175,094	318,720
JUNE	18.0	233.0	1366.5	56.0	3.0	30.5	29.0	31.5		1516.5	1211.5	262,092	115,397	182,130	297,527
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		485.5	9067.5	138.5	35.0	207.0	216.0	69.0		9733.0	8193.0	1,924,313	780,538	896,544	1,679,082
% Of Total			93.2	1.4	0.4	2.1	2.2	0.7							

SECONDARY & ELEMENTARY

SECONDARY & ELEMENTARY															
	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense	1996 % Spent
MONTH	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1793.5	459,330	140,776	178,386	319,162	
JANUARY	67.0	1988.5	28.0	13.0	38.0	20.5	21.0		2109.0	2078.0	534,126	167,747	221,504	389,251	
FEBRUARY	64.0	1642.0	35.0	2.0	28.0	37.5	6.0		1750.5	1678.5	401,950	164,047	140,465	304,512	
MARCH	80.0	2860.5	25.0	14.5	73.5	47.0	8.0		3028.5	1706.5	378,604	189,834	179,813	369,647	
APRIL	223.0	2301.5	76.0	15.5	85.5	71.5	25.0		2575.0	1844.0	448,220	203,946	252,350	456,296	
MAY	337.5	1907.0	67.0	3.0	32.5	29.0	32.5		2071.0	1481.5	376,251	146,240	266,352	412,592	
JUNE															
JULY															
AUGUST															
SEPTEMBER															
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS	806.5	11876.5	242.0	57.0	289.5	217.0	99.5		12781.5	10582.0	2,598,481	1,012,590	1,238,870	2,251,460	75.0
% Of Total		92.9	1.9	0.4	2.3	1.7	0.8								

1996 BUDGET
\$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1996

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1996 Total # of Days	1996 \$ Expense	1995 Total # of Days	1995 \$ Expense
JANUARY	22	670	303	2	406	1,381	71,752	1,427	74,814
FEBRUARY	21	653	247	4	401	1,305	67,051	1,378	76,708
MARCH	21	547	356	22	302	1,227	60,269	1,529	79,601
APRIL	20	521	334	23	241	1,119	58,499	1,097	56,520
MAY	22	570	374	43	170	1,157	65,723	1,386	69,305
JUNE	20	486	306	14	119	925	54,610	1,432	62,984
JULY									
AUGUST									
SEPTEMBER									
OCTOBER									
NOVEMBER									
DECEMBER									
TOTALS		3,447	1,920	108	1,639	7,114	377,904	8,249	419,932

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
September 12, 1996

1995 AND 1996 TEMPORARY ASSISTANCE EXPENDITURES

	1995 BUDGET	YTD EXPENSE AS OF DEC 31/95	1996 BUDGET	YTD EXPENSE AS OF JAN 31/96	YTD EXPENSE AS OF MAR 31/96	YTD EXPENSE AS OF JUNE 30/96	EXPLANATION
Central Depts. & Area Offices							
- Admin. Services	20,454	23,652	20,440	432	1,713	6,076	Palkin Libr. Assistants, Kit Services Students
- Computer Services	50,000	40,247	15,000		2,308	6,179	IIS Project
- Security/Parking	148,360	164,264	148,360	5,725	26,504	63,332	Building & Parking Security Guards
- Director's Office		639	0				
- Ed Centre (General)		317	0				
- Finance	84,768	43,617	76,200	4,037	10,875	17,191	Extra Assistance, FIS Project
- Human Resources	102,707	78,679	42,200	164	4,334	7,877	EIS Project
- Program Departments	141,575	147,354	115,500	2,205	12,044	38,767	Chrislie Conserv. Clerk, Westmount Kit Services, Prog. Clerical Assistance, Psych. Testing
- Lower City Supt. Office	800	403	800				
- Mountain Supt. Office	800	440	800				
- Fr.as 1st Lang. Supt. Office	1,100		1,100				
School Services							
- Student Assistance	16,000	19,327	3,300			2,690	Textbook Student Assistance
- Elementary School Clerical	70,000	83,795	70,000	2,149	14,806	40,082	Replacement for illness
- Secondary School Clerical	39,000	31,338	39,000	3,262	16,047	31,463	Replacement for illness
- Equipment Repair	19,000	39,426	19,000	1,814	6,495	13,852	Co-op Students
Regular Day School							
- Student Assistance	5,000	6,549	0		67	67	Student Assistance
Plant Operation							
-		396	0				
Plant Maintenance	900		36,000				
Other Operating							
-		4,865	0		113	113	Community School Clerk
GRAND TOTAL	\$700,464	\$695,308	\$567,700	\$19,788	\$95,306	\$227,689	

Category	Sub-category	Item	Quantity	Unit	Value	Notes
Electronics	Computer	IBM PC	1	unit	1000	
		Monitor	1	unit	200	
		Keyboard	1	unit	50	
		Mouse	1	unit	30	
Furniture	Office	Desk	1	unit	150	
		Chair	1	unit	80	
		Shelf	2	unit	40	
		Drawer	1	unit	20	
Supplies	Paper	Letter	1000	sheet	10	
		Legal	500	sheet	20	
		Envelope	100	unit	5	
		Staple	100	unit	2	
Services	Printing	Print	1000	unit	10	
		Copy	500	unit	20	
		Bind	100	unit	5	
		Mail	100	unit	2	

Page 1 of 1

1996 09 12

TO: The Chairman and Members of Personnel & Organization
FROM: Rick Binns, Superintendent of Human Resources Services
RE: RACE RELATIONS AND ETHNOCULTURAL EQUITY POLICY

BACKGROUND

During the last year, there have been numerous activities involving our students and staff involving work in the area of race relations.

The Anti-racism and Ethnocultural Equity Committee met on four occasions during the year. The membership includes representation from the community, the Board and schools. The goal is to ensure the make-up of the group is diverse and includes those with experience in the area of anti-racism. The meetings will continue in the Fall.

The Board has participated in meetings of the Mayor's Committee Against Racism & Discrimination. At these meetings, we have had an opportunity to inform the membership of our Board's work in the area of race relations.

Since there has been no-one in the position of Employment Equity Co-Ordinator since January, 1996, Superintendents and members of Human Resources Services have participated in the above meetings and various others as required.

The Black History Committee was very active this past school year under the direction of Lorne Evans, LRT, Barton Secondary School. Lorne organized an excellent celebration at City Hall for the celebration of Black History Month. Several students from throughout the City provided entertainment for the program. In addition, students from several schools attended, filling the council chambers. The Mayor and other dignitaries praised our school system for the fine display of talent and work in the area of race relations.

Lorne also organized this year's Underground Railway exchange which involved a bus load of students from Buffalo and their teachers being entertained at Barton S.S. and then participating in an afternoon tour of the Underground Railway route. Several students throughout the City attended the program. Next year Buffalo will welcome our students to their hometown.

The Black History Committee will continue to be active this school year under the direction of Norma Rookwood, Secretary, Hillcrest Middle School, as Chair.

Students and staff at Sir Allan MacNab organized a full day of workshops and entertainment for a Multicultural Festival. The day consisted of a variety of workshops and entertainment from various Multicultural groups. Students were able to select workshops they wished to participate in. Members of the community participated in the presentation of the workshops as well as attending the festivities.

RECOMMENDATION

That this report be received for information.

Prepared by: Marian Avery, Human Resources Officer

Education Centre
100 Main Street West
Hamilton, Ontario
1996 09 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) (i) That the re-call of Margaret Richer (E) to the Probationary Staff, effective 1996 09 01, approved at the August 27, 1996 meeting, be rescinded.

(ii) That the Colleen Backlock (E) be re-appointed to the Probationary Staff, effective 1996 09 01, with salary according to the salary schedule. **Replacement**

(iii) That the following teachers be appointed to the Probationary Staff, effective 1996 09 01, with salary according to the salary schedule:

Candace Cook (E)

Alfreda Ledonne (E) (.5)

Replacements

(b) That the following staff be appointed to the Probationary Staff, effective as shown, with salary according to the salary schedule.

Leslie F. Evans-Tenbrinke (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 (.5)

Beata Tomaszewska (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03

Janet H. Wynne (Social Worker, Professional Student Services Personnel), 1996 09 01

Contract Compliance

2. PERMANENT STAFF APPOINTMENTS

(a) (i) That the re-appointment of Carol Sindall Simpson (E) to the Probationary Staff, effective 1996 09 01, approved at the August 27, 1996 meeting, be changed to read that Carol Sindall Simpson be re-called and appointed to the Permanent Staff, effective 1996 09 01.

Confirmations

(a) That the following teachers be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Ortwin Baldauf (S), (Assistant Head of Department - Science), 1996 09 01

Joan Boutz (S), (Head of Department - Family Studies), 1996 09 01

Kathryn Brink (E), (Elementary Vice-Principal), 1996 01 01

Isabel Copeland (S), (Head of Department - Languages), 1996 09 01

Charlotte Crouch (S), (Head of Department - English), 1996 09 01

John Forbeck (E), (Elementary Principal), 1996 02 21

Patricia Fulton (S), (Secondary Principal), 1996 01 31
 Vasco Gajic (S), (Head of Department - Music), 1996 09 01
 Mary Johnson (E), (Elementary Vice-Principal), 1996 02 21
 Lucy Kisway (S), (Head of Department - Science), 1996 09 01
 Anne Luxon (E), (Elementary Vice-Principal), 1996 02 21
 James Mackrory (E), (Elementary Principal), 1996 01 01
 Darlene McFadden-Hart (S), (Assistant Head of Department - Science), 1996 09 01
 David McIsaac (S), (Secondary Principal), 1996 09 01
 James Morgante (S), (Assistant Head of Department - Mathematics), 1996 09 01
 Vesna Pankerichan (S), (Head of Department - Languages), 1996 01 31
 John Scarcelli (S), (Head of Department - Technological Studies), 1996 09 01
 John Scott (E), (Alternative Education Program Leader), 1996 09 01
 Kathryn Starodub (S), (Head of Department - English), 1996 09 01
 John Whitwell (S), (Head of Department - Business), 1996 09 01
 Graham Worthington (S), (Head of Department - Science), 1996 09 01
 Colleen Wray (S), (Head of Department - History), 1996 09 01

(b) That Julie E. Morgan, Social Worker (Program-Social & Interpersonal Skills, Professional Student Services Personnel) be appointed to the permanent staff, effective 1996 09 01. **Confirmation**

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES**

(a) That the timetable of Mary Beth Wheeler be changed from .7 to .8, effective 1996 09 01, with salary according to the salary schedule.

(b) That the following timetables be changed, effective as shown, with salary according to the salary schedule:

Darlene E. Bennett-Bauer (Psychoeducational Consultant, Professional Student Services Personnel), to .6, 1996 09 01
 M. Irene Birch (Educational Assistant, Educational & Lunchroom Assistant Staff), to .5, 1996 09 03
 Dr. Judith E. Wilkinson (Psychoeducational Consultant, Professional Student Services Personnel). to .4, 1996 09 01

6. **RETIREMENTS**

(a) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Carolyn McCormick (E), 1997 03 31
 Ruth Timney (E), 1996 10 31

7. **LEAVING EMPLOYMENT**

(b) That the date, 1996 08 31, for the following staff to leave the employ of the Board, be approved:

Sunny L. Francis (Educational Assistant, Educational & Lunchroom Assistant Staff)
 Ingrid J. Maraj (Social Worker, Professional Student Services Personnel)
 Janice E. McLarty (Educational Assistant, Educational & Lunchroom Assistant Staff)

8. LEAVES**Leave of Absence**

(a) That the request of the following teachers for a Leave of Absence, effective as shown, be granted:

Jeannine MacIsaac (S), 1996 11 18 to 1997 05 26
 Karen McPhee (E), 1996 10 01 to 1997 04 07
 William Shugan (E), 1994 11 08
 Laura Zaffiro-Smith (S), 1996 11 01 to 1997 05 08
 Sonia Zolis (E), 1996 10 31 to 1997 08 31

(b) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Daniel J. Horne (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1997 06 30
 Dianne M. Kunz (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1997 06 30
 Eileen Runchey (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1997 06 30 (.5)
 S. Gay Stanley (Speech/Language Pathologist, Professional Student Services Personnel), 1996 09 01 to 1997 06 30
 Leslie M. Walberg-Hegan (Social Worker, Professional Student Services Personnel), 1996 09 03 to 1997 03 07

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Ian Waltenbery (E), 1996 09 01
 William Shugan (E), 1996 09 01

(b) That the requests of the following staff for an extension of their Leaves of Absence, effective as shown, be granted:

Anna M. Brohman (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 10 21 to 1996 12 13
 Marilyn R. Burge (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1996 12 20
 Joanne F. Castle (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1996 12 20
 W. Joan Dabor (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1996 12 20
 Marian Kostur (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1996 12 20
 Carol L. Labesh (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1997 06 30 (.5)
 Cheryl L. Weston-Shepherd (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03 to 1997 06 30

Reduced Workload Leaves

(a) That the request of Beverley Corsini (E) for a .5 Reduced Workload Leave of Absence, effective 1996 09 09 to 1997 08 31, be granted.

Return from Leave of Absence

(a) That Sandra Law (E) be returned from a Leave of Absence, effective 1997 01 01.

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Susan P. Crawford (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03
Jane E. Kasapowitsch (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03
Joann M. Reitzel (Psychoeducational Consultant, Professional Student Services Personnel), 1996 09 01 (.7)
Barbara I. Vandyk (Educational Assistant, Educational & Lunchroom Assistant Staff), 1996 09 03

9. OTHERS

(a) That Christopher Heron be transferred from the Elementary Panel to the Secondary Panel, effective 1996 09 01, with salary according to the salary schedule.

Reciprocal Transfers

(a) (i) That the following teachers be transferred from the Elementary Panel to the Secondary Panel, effective 1996 09 01, with salary according to the salary schedule:

Harland Izatt (E)
Alison Tweedy (E)

(ii) That the following teachers be transferred from the Secondary Panel to the Elementary Panel, effective 1996 09 01, with salary according to the salary schedule:

John Bradley (S)
Judith Hopkins (S)

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

dk

URBAN/MUNICIPAL
CAY ON HBL W26
A36
1996

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 10 10

GENERAL

BUSINESS ARISING FROM THE MINUTES:

1. Verbal Update re "Change Your Future" Program

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Page 1**
2. Staffing Report - Full Time Equivalent Positions **Page 2**
3. Report on Supply Teacher Usage **Page 3**
4. Request for a Report on Contract Workers - Trustee Cunningham

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 4 to 7**
2. Replacement for Superintendent of Schools (Mountain) - Requested by Trustee Stewart

URBAN MUNICIPAL

OCT 16 1996

GOVERNMENT DOCUMENTS

Education Centre
100 Main Street West
Hamilton, Ontario
1996 10 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. **PROBATIONARY STAFF APPOINTMENTS** - Nil

2. **PERMANENT STAFF APPOINTMENTS** - Nil

3. **PROMOTIONS** - Nil

4. **INTERNAL APPOINTMENTS** - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS** - Nil

7. **LEAVING EMPLOYMENT**

(a) (i) That the date, 1996 06 28, for Patricia Kossup (Supervisor, Technical Support Services, Administrative Staff) to leave the employ of the Board, be approved.

(ii) That the dates, for the following staff to leave the employ of the Board be approved, and that they receive severance in accordance with the collective agreement:

Susan Andreychuk (Clerk, Clerical & Technical Staff), 1996 06 30

Margaret Coward (Clerk, Clerical & Technical Staff), 1996 09 20

8. **LEAVES**

Leave of Absence

(a) That the request of Fiona Russell (Student Records Co-ordinator, Clerical & Technical Staff) for a Leave of Absence, effective 1996 07 08 to 1997 03 07, be granted.

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/dk

The Board of Directors
The Board of Directors
The Board of Directors

ARTICLE II

The Board of Directors shall have the authority to:

1. To manage the business of the Corporation.

2. To determine the compensation of the officers and directors.

3. To declare dividends.

4. To borrow money and to mortgage the property of the Corporation.

5. To sell, lease, convey, or otherwise dispose of the property of the Corporation.

6. To execute any and all contracts that may be deemed advisable.

7. To do all such other and various acts and things as may be deemed necessary and proper.

It is the policy of the Corporation to operate its business in a lawful and ethical manner, and to maintain the highest standards of integrity and honesty in all its dealings.

The Corporation shall not engage in any business that is illegal or that would reflect unfavorably on the Corporation's reputation.

The Corporation shall not engage in any business that is speculative or that involves excessive risk.

8. To do all such other and various acts and things as may be deemed necessary and proper.

9. To do all such other and various acts and things as may be deemed necessary and proper.

The Corporation shall not engage in any business that is speculative or that involves excessive risk.

10. To do all such other and various acts and things as may be deemed necessary and proper.

IN WITNESS WHEREOF, the Board of Directors has caused this Certificate to be signed and attested by its Secretary, this 10th day of November, 1992.

Signature of Secretary
Secretary

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31ST ACTUALS												1996 ACTUALS					1996 BUDGET	
	1991	1992	1993	1994	1995	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC		
Admin & Support Staff	496.21	461.16	458.16	444.96	419.76	408.06	408.06	408.06	408.06	408.06	408.06	398.85	398.85	396.85					399.05
Co-ordinators/Consultants	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	20.50					20.50
Teachers - Elementary	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,480.35					1,504.75
Secondary - Composite	850.67	861.33	839.67	802.67	772.92	772.92	758.58	758.58	758.58	758.58	758.58	758.58	758.58	746.92					722.09
- Vocational	107.67	100.67	87.00	70.00	61.00	61.00	60.33	60.33	60.33	60.33	60.33	60.33	60.33	62.33					61.00
- Vanier	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	35.00					35.00
Elementary DD	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00					9.00
Secondary DD	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33					13.33
Lunchroom - Elementary	118.50	82.86	85.25	65.32	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00					39.00
- Secondary	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	2.16					2.16
- Vocational	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.36					0.36
Bus Supervisors	16.71	15.86	17.14	16.86															
Educational Assistants	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	240.00					233.17
Lunchroom Assistants	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14					2.14
Ckrs/Main/WHs/Asbestos	219.00	214.00	213.00	210.00	186.00	181.00	181.00	181.00	181.00	181.00	181.00	189.00	189.00	189.00					179.00
Cleaners/Cooks	360.00	347.00	313.00	304.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	302.00					216.18
Recoverable - Tchrs/Other	41.75	40.05	36.55	38.15	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.00					37.90
- Consultants	0.33																		
- Clerical		1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00					1.00
- Educ Assist			4.33	4.33	4.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	4.50					5.33
- Admin	0.50	0.50	0.50	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50					0.50
Full Time Equiv. Positions	4,231.49	4,164.34	4,050.66	3,875.88	3,720.39	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18	3,690.18	3,687.97	3,687.97	3,582.94					3,481.46
Number Of Employees	4861	4,829	4,706	4,451	4,137	4,121	4,107	4,107	4,107	4,107	4,115	4,105	4,105	3,988					3,870
Lunchroom Enrolment	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707			18,707					18,707
Enrolment - Elementary	*26,111	*26,387	*26,685	*27,084	*27,395	27,409	27,378	27,415	27,409	27,396	27,297			*27,588					**27,538
- Sec Composite	*12,328	*13,001	*11,529	*12,158	*12,343	11,386	11,568	11,304	11,162	10,840	10,743			*11,866					**12,039
- Sec Vocational	*950	*1,037	*771	*736	*729	626	668	637	622	574	556			*739					**722
- Sec Vanier	*382	*465	*464	*480	*503	480	491	490	486	477	473			*467					**511
- D.D.	*160	*167	*164	*157	*160	161	161	159	158	157	152			*162					**153
- TOTAL	*39,931	*41,057	*39,613	*40,615	*41,130	40,062	40,266	40,005	39,837	39,444	39,221			*40,822					**40,963

*September 30th Enrolments

Prepared by Human Resources

October 10, 1996

1996 10 10.

To: The Chairman and Members,
Personnel and Organization Committee,
Board of Education,
Hamilton, Ontario.

RE: REPORT ON SUPPLY TEACHER USAGE

Report: FOR INFORMATION

Supply teachers are paid on the 15th day of the month for work performed during the previous month.

As such, the information for the September report is not available until after the October 15th payroll has been completed.

The report on Supply Teacher Usage for the month of September, 1996 will be issued at the November, 1996 Personnel and Organization Meeting.

Prepared and Submitted by: Cheryl McGrimmond,
Employee Records Co-ordinator.

Approved by: Rick Binns,
Superintendent of Human Resources.

Education Centre
100 Main Street West
Hamilton, Ontario
1996 10 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That Carol Town (S) be appointed to the Probationary Staff, effective 1996 10 18 (.33 - 2/3 Sem. 1 only), with salary according to the salary schedule. **Replacement**

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(b) That the following staff be promoted to the position of Elementary School Secretary - Grade 8, 10 month, Clerical & Technical Staff, effective 1996 10 21, with salary according to the salary schedule:

Catherine Forbes
Katherine Morley
Kelly Preocanin (.5)
Replacements

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the following timetable changes be approved, effective as shown, with salary according to the salary schedule:

M. Ann Baker (E), .7 to 1.0, 1996 09 27
Jean Barber (E), .5 to 1.0, 1996 09 27
Julie Beattie (E), .8 to 1.0, 1996 09 27
Patricia Bertoldi (E), .5 to 1.0, 1996 09 27
Valerie Bryce (S), .66 to 1.0, 1996 09 01
Leslie Cramer (S), .83 to 1.0, 1996 09 01
Dianne Danko (E), .5 to 1.0, 1996 09 27
Sonia D'Aurelio (E), .5 to 1.0, 1996 09 27
Shawn Duthie (E), .5 to 1.0, 1996 09 27
Elysia Dywan (S), .66 to 1.0, 1996 09 01
Betty Eedson (E), .5 to 1.0, 1996 09 27
Louise Fowler (S), .66 to 1.0, 1996 09 01
Susan Gadsby-Prest (E), .5 to 1.0, 1996 09 27
Jean Hughes (S), .83 to 1.0, 1996 09 01
Dorothy Johnson (E), .5 to 1.0, 1996 09 27
Andrea Kay (E), .5 to 1.0, 1996 09 27

Ena Kerr (E), .5 to 1.0, 1996 09 27
 Janice Kovar (S), .83 to 1.0, 1996 09 01
 Charlene Kuehl (E), .5 to 1.0, 1996 09 27
 Kathy Lenz (E), .5 to 1.0, 1996 09 27
 Carolyn March (E), .5 to 1.0, 1996 09 27
 Robert Martin (E), .8 to 1.0, 1996 09 27
 Patricia McEachren (S), .66 to 1.0, 1996 09 01
 Wendy Mihalovich (E), .5 to 1.0, 1996 09 27
 Donald Orsi (S), .83 to 1.0, 1996 09 01
 Arlene Outlaw (E), .7 to 1.0, 1996 09 27
 Nancy Parkhill (E), .8 to 1.0, 1996 09 27
 Mary Robertson (E), .8 to 1.0, 1996 09 27
 Patricia Rocco (S), .33 to .5 (F.T. Sem. 1 only), 1996 09 01
 Karen Rutledge (E), .5 to 1.0, 1996 09 27
 E. Merike Rutten (S), .5 to .83 (2/3 Sem. 1, F.T. Sem. 2), 1996 09 01
 Susan St. John (E), .5 to 1.0, 1996 09 27
 Suzanne Sharrett (E), .5 to 1.0, 1996 09 27
 Elaine Smith (S), .66 to 1.0, 1996 09 01
 Augustina Sturgess (E), .5 to 1.0, 1996 09 27
 Marlene Weil (E), .7 to 1.0, 1996 09 27
 Gail Williams (S), .5 to .83 (F.T. Sem. 1, 2/3 Sem. 2), 1996 09 01
 Radia Younes (S), .83 to 1.0, 1996 09 01
Replacements and September Re-organization

6. RETIREMENTS

(a) That the resignation of Linda E. Townsend (S) for the purpose of retirement, effective 1996 10 31, be accepted with regret and the Board's gratuity be paid.

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) (i) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Kathryn Clemett (E), 1997 01 01 to 1998 08 31
 Wendy Reeson (E), 1996 10 15 to 1997 06 16
 Lynsey Sober (S), 1996 11 18 to 1997 05 16

(ii) That the request of Charlene Durritt (E) for a Leave of Absence, effective 1996 09 01 to 1997 08 31, approved at the June meeting, be rescinded.

(b) That the request of Karen Humphreys (Secretary, Clerical & Technical Staff) for a Leave of Absence, effective 1996 12 06 to 1997 10 03, be granted.

Leave of Absence - Date Change

(a) That the dates of the Leave of Absence granted to Sandra McCormick (E) at a previous meeting, be changed to 1996 05 06 to 1996 11 08.

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Sarah Lindsay (E), 1996 09 01 to 1997 08 31
Julie A. Capretta (E), 1996 10 07 to 1996 12 13

(b) That the request of Jane Jarnevich (Secretary, Secondary School Clerical & Secretarial Staff) for an extension of her Leave of Absence, effective 1996 09 24 to 1997 01 24, be granted.

Reduced Workload Leaves

(a) That the requests of the following teachers for Reduced Workload Leaves of Absence, effective as shown, be granted:

Alayne Allan (E), 1.0 to .5, 1996 09 30 to 1997 08 31
Tammy Biggs (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Lisa Borkovich (S), 1.0 to .83 (3/3 Sem. 1, 2/3 Sem. 2), 1996 09 01 to 1997 08 31
John Dunn (S), 1.0 to .83 (3/3 Sem. 1, 2/3 Sem. 2), 1996 09 01 to 1997 08 31
Nancy Holmes (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Kathleen Johnson (S), .83 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Melinda Lula (S), 1.0 to .83 (2/3 Sem. 1, 2/3 Sem. 2), 1996 09 01 to 1997 08 31
Barbara Makins (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Katherine Scarth (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Linda Schultz (E), 1.0 to .5, 1996 09 01 to 1997 08 31
Susan Shaker (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Anne Simpson (S), .83 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Linda Smith (S), 1.0 to .66 (2/3 Sem. 1 & 2), 1996 09 01 to 1997 08 31
Janet Wolfe (E), 1.0 to .4, 1996 10 01 to 1997 08 31

(ii) That the request of Wendy Martin (E) for a reduced workload Leave of Absence, approved at the September Meeting, be rescinded.

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Judith Ambrose (E), .3, 1996 09 01
Lori Bourassa (S), 1996 09 01
Tammy Biggs (S), .66 (2/3 Sem. 1 & Sem. 2), 1996 09 01
Caryl Durst (S), 1996 11 11
Anna Gusenbauer (E), .5, 1996 09 01
Gary Hewitt (E), .2, 1996 09 01
Nancy Holmes (S), .66 (2/3 Sem. 1 & Sem. 2), 1996 09 01
Laurel Karry (S), 1996 09 01
Dee Maharajh (E), .5, 1996 09 01
Linda Schultz (E), .5, 1996 09 01
Anne Simpson (S), .66 (2/3 Sem. 1 & Sem. 2), 1996 09 01
R. Kim Watt (E), 1996 09 01
Janet Wolfe (E), (.5 - 1996 09 01, .4 - 1996 10 01)

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

dk

CAY ON HBL W26

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1996

URBAN MUNICIPAL

NOV 19 1996

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 11 14

GOVERNMENT DOCUMENTS

GENERAL

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 1 to 2
2. Request for New Positions:
 - .Dispensary Technician at Westmount Secondary School
 - .Staff Assistant - Outdoor and Environmental Centres Pages 3 to 7
3. Staffing Report - Full Time Equivalent Positions Page 8
4. Report on Supply Teacher Usage Pages 9 to 10
5. Temporary Assistance Reports
 - .Substitute Cleaner/Casual Assistance Usage
 - .Temporary Assistance Expenditures Pages 11 to 12
6. Report re Restructuring of Senior Management Pages 13 to 23
7. Report of the Supervised Alternative Learning for Excused Pupils Committee Page 24

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 25 to 27

RECEIVED

APR 9 1968

GOVERNMENT DOCUMENTS

Education Centre
100 Main Street West
Hamilton, Ontario
1996 11 14

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following staff be appointed to the Probationary Cleaning Staff in the position of Cleaner, effective as shown, with salary according to the salary schedule:

Byron Ainsworth, 1996 10 07
Mohammed Balika, 1996 06 17
Stan Bell, 1996 11 04
Santo Boffa, 1996 09 16
Maurice Caron, 1996 10 07
Karen Dakin, 1996 11 04
Ron Dean, 1996 10 21
Lee Doiron, 1996 07 02
Peter Everett, 1996 11 04
Mauro Gionomo, 1996 09 16
Aurel Govedar, 1996 11 04
David Gray, 1996 10 21
Daniel Griggs, 1996 10 07
Dawn Guitard, 1996 11 04
Kenneth Joslin, 1996 09 16
Irene Mercer, 1996 06 17
John J. Mercer, 1996 09 16
Richard Mercer, 1996 10 07
Brian Mitchell, 1996 11 04
David Pawley, 1996 10 07
Zepheniah Radcliffe, 1996 09 16
Mary Robbins, 1996 10 07
Dawn Trentin, 1996 11 04
David Wardell, 1996 10 21
Evelyn Whalen, 1996 10 21

Replacements

Contract Compliance

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. **TIMETABLE CHANGES** - Nil

6. **RETIREMENTS**

(a) That the resignations of the following Cleaners (Cleaning Staff), for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Mary Wecherkinsky, 1996 10 31

Guadalupe Cabrejo, 1996 12 31

7. **LEAVING EMPLOYMENT**

(a) That the dates for the following staff to leave the employ of the Board, be approved:

Gayla Brock-Woodland (Public Relations Officer, Administrative Staff), 1996 11 22

Donald Falconer (Cleaner, Cleaning Staff), 1996 10 18

Andrew Kusterski (Cleaner, Cleaning Staff), 1996 08 30

Antonietta Mastroianni (Cleaner, Cleaning Staff), 1996 11 21

Linda McKechnie (Cleaner, Cleaning Staff), 1996 11 21

Edna Potts (Cleaner, Cleaning Staff), 1996 11 21

Lisa VanBuaene (Cleaner, Cleaning Staff), 1995 10 16

8. **LEAVES**

Leave of Absence

(a) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Karyn Hogan (Research Librarian, Clerical & Technical Staff), 1996 10 07 to 1997 04 13

Karen Chaikoff (Co-ordinator, Research Services, Clerical & Technical Staff), 1996 11 11 to 1997 03 07

9. **OTHERS** - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/dk

TO: The Chairman and Members of Personnel and Organization

FROM: Merv Matier, Assistant Superintendent of Schools

PREPARED BY: Beth Jazvac, Principal, Westmount Secondary School
John Henry, Science Head, Westmount Secondary School

RE: Dispensary Technician at Westmount Secondary School

REPORT: Information and Decision

BACKGROUND:

The Hamilton Board of Education approved and declared that the Westmount individualized self-paced program was a success in April 1994. The program had been evaluated in yearly reports to the Board. The project continues to be evaluated for diagnostic and formative change.

In the five years of research by staff, several models were visited inside and outside the province. A group of our staff visited Bishop Carol Secondary School in Calgary, Alberta, and a group visited Cochrane District High School. Both of these schools are organized around the model we were working toward.

At both schools, the project included a Dispensary Technician. For the past five and now into the sixth year of full implementation the project has included a Dispensary Technician. Students moving at their own pace through different courses and grades require access to all of the resources on an on-going basis. In Science, as many as ten different experiments may be going on at the same time in the classroom. The teacher is circulating among the students.

Westmount is a unique programme offering the students a chance to progress at their own speed. For this to happen in Science, there must be kits ready for all the experiments in a course. This can only happen if there is a Dispensary Technician, there are about 150 kits servicing 950 students. The technician position has been in place for 5 years but has been filled by a casual. (See attached for job description.)

ISSUE:

- 1) Give a brief outline of the position "Dispensary Technician at Westmount".
- 2) Consider making the position permanent.

RECOMMENDATION:

- 1) That this report be received
- 2) That the position of Dispensary Technician be made permanent at Level 3.

**DISPENSARY TECHNICIAN
AT
WESTMOUNT SECONDARY SCHOOL**

REPORTS TO: As designated by the Principal (presently the Science Head)

REQUIREMENTS:

- High School Diploma
- Ability to Organize
- Excellent Social Skills (especially with young adults)
- Ability to use a Computer an asset.

DUTIES: A kit is the material required to do an experiment which is decided by the Science Teachers.

- 1) Organize all the kits for all courses. At least one kit for each experiment in the course.
- 2) Distribute and collect kits.
- 3) Maintain all the kits by checking them when they are returned.
- 4) Take inventory and order material when necessary.
- 5) Distribute and collect the resource materials (books, discs, software).
- 6) Distribute and collect balances, calculators, stop-watches , camcorders, TV's and V.C.R.'s and any other large items.
- 7) Distribute and collect learning guides.
- 8) Maintain all apparatus and glassware.
- 9) Other duties specified by the Principal or designate.

Date: 1996 11 14

To: The Chairman and Members
Personnel and Organization Committee

From: Dr. Frank Cooke
Assistant Superintendent of Program

Re: Staff Assistant - Outdoor and Environmental Centres

Report: Information/Decision

Background:

Since the initial year of operation in 1971, the Christie Outdoor and Environmental Education Centre has been an instructional site where students have experienced learning situations which stress human interrelationships with the environment. Presently, a wide variety of programs are provided for students from grade 1 - OAC (Appendix 1).

Between 1971 and 1994, staffing at the Christie site has undergone a number of changes that have resulted from program redesign and budget reductions. At various times the staff allocated to the Christie site has included the following personnel:

- ◇ two teachers, or
- ◇ one teacher on special assignment assisted by a community volunteer, or
- ◇ one consultant assisted by a co-op education student and/or a community volunteer.

As the result of budget decision in 1994, the permanent staff position at Christie was eliminated. Since that time, the duties of site assistant have been performed by three different casual employees, assisted at various times by McMaster student volunteers and Brock University student teachers. In all circumstances, a resident staff person has been necessary for programs to be delivered by teachers, in a timely and effective manner (Appendix 2).

The extensive number of bookings at the Christie Centre, the continued operation of the Glen Road Centre, the establishment of the Red Hill Watershed Interpretive Centre, the need for adherence to sound management practice, necessitate that a staff assistant be assigned to the Outdoor and Environmental Education program.

Issue:

To determine trustee support for creating the position of staff assistant, assigned to the Outdoor and Environmental Education Centre.

Recommendation:

That the position of Staff Assistant - Outdoor and Environmental Education be approved.

Rationale:

Appendix 1 - Christie Outdoor and Environmental Education Centre - 1995-96 User Statistics

Appendix 2 - Proposed Role Description - Staff Assistant - Outdoor and Environmental Education

ENVIRONMENTAL / OUTDOOR ED. USER STATS '95-96**Crooks Hollow (Christie's)****Primary/Junior :****Environmental Studies - 1,701 students - 175 adults****Physical Education - 398 students - 52 adults****Middle School :****Social Studies - 92 students - 6 adults****Physical Education - 376 students - 26 adults****Secondary School:****Science - 1,715 students - 63 adults****Physical Education - 720 students - 48 adults****Glen Road:****Primary Junior:****Environmental Studies - 99 students - 9 adults****STUDENT TOTAL : 5,101****ADULT TOTAL : 379****One full time Site Administrator****3 Volunteers (McMaster University students)****8 Brock Pre-Service Teachers (one - week blocks)**

Role Description

Outdoor and Environmental Education Centres Site Assistant

Date of Appointment: To be determined.

- Qualifications:** The successful candidate will be expected to have:
1. training and experience in Environmental and Outdoor Education;
 2. the ability to impart an integrated approach in all aspects of programming and site administration, in order to raise awareness of the need for environmental sustainability;
 3. the ability to interpret and communicate facets of the natural environment, as curriculum units are extended to the outdoors;
 4. the ability to instruct and lead groups of varying age and size;
 5. good planning and organizational skills suitable for the outdoor learning environment;
 6. certification in Standard First Aid and CPR - Bronze Cross preferred.

Responsible to: The Superintendent of Program, reporting through the Project Team Leader, Student Services and Community Linkage

- Responsibilities**
- to be cognizant of Board policies regarding school trips
 - emphasize safety precautions and environmental stewardship
 - provide instructional support as required by teachers and students
 - pre-planning with teachers to maximize program effectiveness
 - make booking and busing arrangements for Crooks Hollow, the Red Hill Watershed Interpretive Centre and Glen Road Outdoor Education Centre
 - manage the collection of funds covering school contributions to travel costs
 - liaise with other site personnel at Red Hill and Glen Road
 - keep accurate records of all visits (schools, numbers, contacts, content)
 - organize access to/loan of any necessary materials/equipment for teachers
 - maintain equipment and re-order supplies as required
 - create displays for specific curricular focus
 - maintenance of physical site including the following:
 - clear snow from paths and driveway
 - maintain open fire pits
 - chop firewood/kindling
 - prepare recycling and waste for weekly pick-up
 - maintain composting bin, vermincomposter, bird feeders
 - arrange for pumping of septic tank
 - supervise lunch cook-outs as required
 - open, close and secure all buildings and property
 - liaise/direct co-op students (Brock University and others)
 - encourage community interaction, enhancing student experiences and follow-up

1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research. It also provides a brief overview of the methodology used in the study.

2. The second part of the report is a detailed description of the study area. It includes information about the location of the study area, the population of the study area, and the characteristics of the study area. It also discusses the data sources used in the study.

3. The third part of the report is a detailed description of the study results. It includes information about the findings of the study, the conclusions drawn from the findings, and the implications of the findings. It also discusses the limitations of the study and the need for further research.

4. The fourth part of the report is a conclusion and recommendations section. It summarizes the main findings of the study and provides recommendations for future research and policy. It also discusses the significance of the study and the contribution it has made to the field.

5. The fifth part of the report is a list of references. It includes a list of all the sources used in the study, including books, articles, and other documents. It also includes a list of all the authors of the sources used in the study.

6. The sixth part of the report is an appendix. It includes a list of all the tables and figures used in the study, including a list of all the data used in the study. It also includes a list of all the other materials used in the study, including a list of all the maps used in the study.

7. The seventh part of the report is a glossary. It includes a list of all the terms used in the study, including a list of all the technical terms used in the study. It also includes a list of all the other terms used in the study, including a list of all the common terms used in the study.

8. The eighth part of the report is a list of all the other materials used in the study, including a list of all the maps used in the study. It also includes a list of all the other materials used in the study, including a list of all the other materials used in the study.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31ST ACTUALS												1996 ACTUALS					1996 BUDGET	
	1991	1992	1993	1994	1995	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC		
Admin & Support Staff	496.21	461.16	458.16	444.96	419.76	408.06	408.06	408.06	408.06	408.06	408.06	399.85	399.85	397.85	397.85				399.05
Co-ordinators/Consultants	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	20.50	20.50				20.50
Teachers - Elementary	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,478.25	1,478.25				1,431.95
Secondary - Composite	850.67	861.33	839.67	802.67	772.92	772.92	758.58	758.58	758.58	758.58	758.58	758.58	758.58	746.84	747.17				722.09
- Vocational	107.67	100.67	87.00	70.00	61.00	61.00	60.33	60.33	60.33	60.33	60.33	60.33	60.33	62.33	62.33				61.00
- Vanier	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	35.00	35.00				35.00
Elementary DD	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00				9.00
Secondary DD	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33				13.33
Lunchroom - Elementary	118.50	82.86	85.25	65.32	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00				39.00
- Secondary	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	2.16	2.16				2.16
- Vocational	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.36	0.36				0.36
Bus Supervisors	16.71	15.86	17.14	16.86															
Educational Assistants	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	240.00	240.00				233.17
Lunchroom Assistants	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14				2.14
Ctks/Maint/WHS/Asbestos	219.00	214.00	213.00	210.00	186.00	181.00	181.00	181.00	181.00	181.00	181.00	189.00	189.00	189.00	189.00				179.00
Cleaners/Cooks	360.00	347.00	313.00	304.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	302.00	302.00				216.18
Recoverable-Tchrs/Other	41.75	40.05	36.55	38.15	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.00	38.00				37.90
- Consultants	0.33																		
- Clerical		1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00				1.00
- Educ Assist			4.33	4.33	4.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	4.50	4.50				5.33
- Admin	0.50	0.50	0.50	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50				0.50
Full Time Equiv. Positions	4,231.49	4,164.34	4,050.66	3,875.88	3,720.39	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18	3,690.18	3,688.97	3,688.97	3,581.76	3,582.09				3,408.66
Number Of Employees	4861	4,829	4,706	4,451	4,137	4,121	4,107	4,107	4,107	4,107	4,115	4,106	4,106	3,987	3,987				3,798
Lunchroom Enrolment	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707			18,707	18,707				18,707
Enrolment - Elementary	26,111	26,387	26,685	27,084	27,395	27,409	27,378	27,415	27,409	27,396	27,297			27,588	27,590				27,538
- Sec Composite	12,328	13,001	11,529	12,158	12,343	11,386	11,568	11,304	11,162	10,840	10,743			11,866	11,711				12,039
- Sec Vocational	950	1,037	771	736	729	626	668	637	622	574	556			739	706				722
- Sec Vanier	382	465	464	480	503	480	491	490	486	477	473			467	466				511
- Elem D.D.	89	83	82	61	66	66	67	67	66	66	62			58	58				53
- Sec D.D.	65	84	84	95	94	95	93	92	92	91	90			104	104				100
- TOTAL	39,925	41,057	39,615	40,614	41,130	40,062	40,265	40,005	39,837	39,444	39,221			40,822	40,635				40,963

*September 30th Enrolments

**Projected Enrolments

Prepared by Human Resources - November 14, 1996

REPORT OF SUPPLY TEACHER USAGE - SEPTEMBER 30, 1996

SECONDARY															
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	16.0	11.5	213.5		4.0	4.0		2.5		224.0	291.0	95,880	30,925	47,491	78,416
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	117,516	33,143	34,989	68,132
MARCH	16.0	29.0	392.5	6.5		3.5		2.5		405.0	503.0	115,959	36,779	43,892	80,671
APRIL	20.0	32.0	700.0	13.5	4.5	36.5		5.5		760.0	316.5	96,199	40,042	52,476	92,518
MAY	21.0	122.0	636.5	70.0	9.5	14.5		10.5		741.0	494.0	134,455	60,320	77,256	137,576
JUNE	20.0	104.5	540.5	11.0		2.0		1.0		554.5	270.0	114,159	30,843	84,222	115,065
JULY															
AUGUST															
SEPTEMBER	20.0	24.5	263.5	14.5	1.0	10.5		8.0		297.5	250.5	52,268	31,680	22,303	53,983
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		345.5	3072.5	118.0	23.0	93.0	1.0	38.5		3346.0	2639.5	726,436	263,732	362,629	626,361
% Of Total			91.8	3.5	0.7	2.8	0.0	1.2							

ELEMENTARY															
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	363,450	109,851	130,895	240,746
FEBRUARY	20.0	45.0	1662.5	25.5	9.0	16.0	19.5	12.5		1745.0	1563.5	416,610	134,604	186,515	321,119
MARCH	15.0	35.0	1249.5	28.5	2.0	24.5	37.5	3.5		1345.5	1175.5	285,991	127,268	96,573	223,841
APRIL	20.0	48.0	2160.5	11.5	10.0	37.0	47.0	2.5		2268.5	1390.0	282,405	149,792	127,337	277,129
MAY	21.0	101.0	1665.0	6.0	6.0	71.0	71.5	14.5		1834.0	1350.0	313,765	143,626	175,094	318,720
JUNE	18.0	233.0	1366.5	56.0	3.0	30.5	29.0	31.5		1516.5	1211.5	262,092	115,397	182,130	297,527
JULY															
AUGUST															
SEPTEMBER	20.0	22.0	556.0		8.5	6.5	20.5	8.0		599.5	472.0	78,323	68,033	20,922	88,955
OCTOBER															
NOVEMBER															
DECEMBER															
TOTALS		507.5	9623.5	138.5	43.5	213.5	236.5	77.0		10332.5	8665.0	2,002,636	848,571	919,466	1,768,037
% Of Total			93.1	1.3	0.4	2.1	2.3	0.7							

REPORT OF SUPPLY TEACHER USAGE - SEPTEMBER 30, 1996

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense	1996 % Spent
JANUARY	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1793.5	140,776	178,386	319,162	
FEBRUARY	67.0	1988.5	28.0	13.0	38.0	20.5	21.0		2109.0	2078.0	167,747	221,504	389,251	
MARCH	64.0	1642.0	35.0	2.0	28.0	37.5	6.0		1750.5	1678.5	164,047	140,465	304,512	
APRIL	80.0	2860.5	25.0	14.5	73.5	47.0	8.0		3028.5	1706.5	189,834	179,813	369,647	
MAY	223.0	2301.5	76.0	15.5	85.5	71.5	25.0		2975.0	1844.0	203,946	252,350	456,296	
JUNE	337.5	1907.0	67.0	3.0	32.5	29.0	32.5		2071.0	1481.5	146,240	266,352	412,592	
JULY														
AUGUST														
SEPTEMBER	46.5	819.5	14.5	9.5		20.5	16.0		897.0	722.5	99,713	43,225	142,938	
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	853.0	12696.0	256.5	66.5	306.5	237.5	115.5		13678.5	11304.5	1,112,303	1,282,095	2,394,398	79.8
% Of Total		92.9	1.9	0.5	2.1	1.7	0.8							

1996 BUDGET
\$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1996

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	1996 Total # of Days	1996 \$ Expense	1995 Total # of Days	1995 \$ Expense
JANUARY	22	670	303	2	406	1,381	71,752	1,427	74,814
FEBRUARY	21	653	247	4	401	1,305	67,051	1,378	76,708
MARCH	21	547	356	22	302	1,227	60,269	1,529	79,601
APRIL	20	521	334	23	241	1,119	58,499	1,097	56,520
MAY	22	570	374	43	170	1,157	65,723	1,386	69,305
JUNE	20	486	306	14	119	925	54,610	1,432	62,984
JULY	22	430	246	15	294	985	52,461	1,146	68,017
AUGUST	21	315	212		414	941	38,053	1,270	71,995
SEPTEMBER	20	275	215		337	827	29,846	1,192	59,133
OCTOBER									
NOVEMBER									
DECEMBER									
TOTALS		4,467	2,593	123	2,684	9,867	498,264	11,857	619,077

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
November 14, 1996

1995 AND 1996 TEMPORARY ASSISTANCE EXPENDITURES

	1995 BUDGET	YTD EXPENSE AS OF DEC 31/95	1996 BUDGET	YTD EXPENSE AS OF JAN 31/96	YTD EXPENSE AS OF MAR 31/96	YTD EXPENSE AS OF JUNE 30/96	YTD EXPENSE AS OF SEPT 30/96	EXPLANATION
Central Depts. & Area Offices								
- Admin. Services	20,454	23,652	20,440	432	1,713	6,076	16,076	Paikin Libr. Assistants, Kit Services Students, Switchboard Assistance
- Computer Services	50,000	40,247	15,000		2,308	6,179	10,668	IIS Project
- Security/Parking	148,360	164,264	148,360	5,725	26,504	63,332	93,886	Building & Parking Security Guards
- Director's Office		639	0					
- Ed Centre (General)		317	0					
- Finance	84,768	43,617	76,200	4,037	10,875	17,191	27,422	Extra Assistance, FIS Project
- Human Resources	102,707	78,679	42,200	164	4,334	7,877	47,003	EIS Project, Illness Replacement, Seniority Lists
- Program Departments	141,575	147,354	115,500	2,205	12,044	33,640	33,640	Christie Conserv. Clerk, Westmount Kit Services, Prog. Clerical Assistance
								Psych. Testing
- Lower City Supt. Office	800	403	800					
- Mountain Supt. Office	800	440	800					
- Fr.as Ist Lang. Supt. Office	1,100		1,100					
School Services								
- Student Assistance	16,000	19,327	3,300			2,690	2,690	Textbook Student Assistance
- Elementary School Clerical	70,000	93,795	70,000	2,149	14,806	40,082	51,326	Replacement for Illness
- Secondary School Clerical	39,000	31,338	39,000	3,262	16,047	31,463	52,021	Replacement for Illness
- Equipment Repair	19,000	39,426	19,000	1,814	6,495	13,852	20,084	Co-op Students
Regular Day School								
- Student Assistance	5,000	6,549	0		67	67	67	Student Assistance
Plant Operation								
Plant Maintenance	900		36,000					
Other Operating		4,865	0		113	113	3,278	Community School Clerk
GRAND TOTAL	\$700,464	\$695,308	\$587,700	\$19,788	\$95,306	\$222,562	\$358,161	

DATE: 1996 November 14

TO: Chairman and Members
Personnel & Organization Committee

FROM: Donald W. Goodridge, Director of Education & Secretary

RE: **RESTRUCTURING OF SENIOR MANAGEMENT**

REPORT: Decision

BACKGROUND:

This report is in follow up to the workshops that were held on June 12, 1996 and June 26, 1996 to outline the restructuring of Senior Management. Following the workshops, an interim plan was presented to Special In-Camera Personnel and Organization Committee meeting on June 26, 1996. As a result of that meeting, the Director was asked to present a Report on the Final Restructuring of Senior Management, no later than October, 1996. It was agreed that a workshop would be scheduled prior to the presentation of the final report.

This report includes the following appendices:

- Appendix A- Summary of Senior Management Positions to September, 1996
- Appendix A(i) - Costing Summary of Senior Management Structure
- Appendix B - Conceptual Model
- Appendix C - Organizational Detail
- Appendix D - Senior Management Contacts
- Appendix D(i) - Division of Schools
- Appendix E - Organizational Structure
- Appendix F - Role Description for the Position of Superintendent

ISSUE:

To determine the position of Trustees on the Final Plan for the Restructuring of Senior Management.

RECOMMENDATIONS:

That effective November 28, 1996, the structure of Senior Management (Appendix E) and the plan for implementation be approved.

RATIONALE:

The model is service-oriented towards the students and the system and function driven to insure that the responsibilities of the Board are handled in an effective and efficient manner. The model will permit the Board to maintain control, yet give people the freedom and autonomy they need to be effective and fulfilled in their work. The model must create team spirit and harmony among people and departments while striving for a culture characterized by change, flexibility and continuous improvement with a sense of stability and security.

All components of this plan need to be endorsed, in order for the model to be implemented:

- a) Reduction of 1 Supervisory Officer's position, effective November 28, 1996.*
- b) Assignment of 3 incumbent Assistant Superintendents to Superintendents of Education, effective November 28, 1996, with salary according to schedule.*
- c) Positions of Superintendents of Human Resources, Program and Schools be redefined as Superintendents of Education, effective November 28, 1996.*
- d) That the position of Superintendent of Business/Treasurer be advertised and filled effective January 1, 1997.*

In conclusion, this model:

- i) Continues the reduction of Senior Management (Appendix A);
- ii) Realizes an additional savings of \$70,773. (Appendix Ai);
- iii) Follows the Ministry of Education Costing Framework (Appendix B);
- iv) Shares responsibilities equitably among all Superintendents (Appendix C & D).

This model represents the collective thoughts and unanimous support of Senior Management.

**HAMILTON BOARD OF EDUCATION
SUMMARY OF SENIOR MANAGEMENT POSITIONS**

APPENDIX A

	FTE Approved by Board							Actual FTE Sept. 1/96	Nov. 28/96 Restructured Organization
	1990	1991	1992	1993	1994	1995	1996		
Director of Education and Secretary	1	1	1	1	1	1	1	1	1
Associate Director	1	1	1	-	-	-	-	-	-
Supt. of Curriculum & Special Services (Program)	1	1	1	1	1	1	1	1	-
Assistant Supt. of Special Services	1	-	-	-	-	-	-	-	-
Assistant Supt. of Curriculum (Program)	1	1	1	1	1	1	1	1	-
Supt. of Finance and Treasurer	1	1	1	1	1	1	1 (2)	-	-
Supt. of Business and Treasurer	-	-	-	-	-	-	-	-	1
Controller	1	1	1	1	1	1	- (3)	-	-
Supt. of Human Resources	1	1	1	1	1	1	1	1	-
Assistant Supt. of Staffing	1	-	-	-	-	-	-	-	-
Supt. of Information Management Services	1	1	-	-	-	-	-	-	-
Supt. of Plant	1	1	1	1	- (1)	-	-	-	-
Supt. of Schools	5	4	4	2	2	2	2 (4)	1	-
Supt. of Education	-	-	-	-	-	-	-	-	6
Supt. of Education - FLS	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Assistant Supt. of Schools	-	-	-	-	2	2	2	2	-
Supt. Administrative and Operational Services	-	-	-	1	1	1	1	1	1
	16.5	13.5	12.5	10.5	11.5	11.5	10.5	8.5	9.5
Salary Costs	\$1,440,000	\$1,303,000	\$1,252,000	\$1,156,000	\$1,027,000	\$1,090,000	\$1,002,600	Projected \$975,400	\$932,000 0.36% of 1996 Budget
Enrolment	40,285	40,822	41,057	40,871	40,615	41,139	40,600	40,600	40,600

(1) - Retirement July, 1994

(2) - Retirement August 15, 1996

(3) - Restructuring June 30, 1996

(4) - Retirement May 31, 1996

APPENDIX A(1)

**HAMILTON BOARD OF EDUCATION
COST SUMMARY OF RESTRUCTURED SENIOR MANAGEMENT ORGANIZATION**

1996 FTE APPROVED BY BOARD

POSITION	FTE	Salary Cost
Director of Education and Secretary	1	
Supt. of Program	1	
Assistant Supt. of Program	1	
Supt. of Finance and Treasurer	1	
Supt. of Human Resources	1	
Supt. of Schools	2	
Supt. of Schools - FLS	0.5	
Assistant Supt. of Schools	2	
Supt. Administrative and Operational Services	1	
TOTAL COST	10.5	\$1,002,589

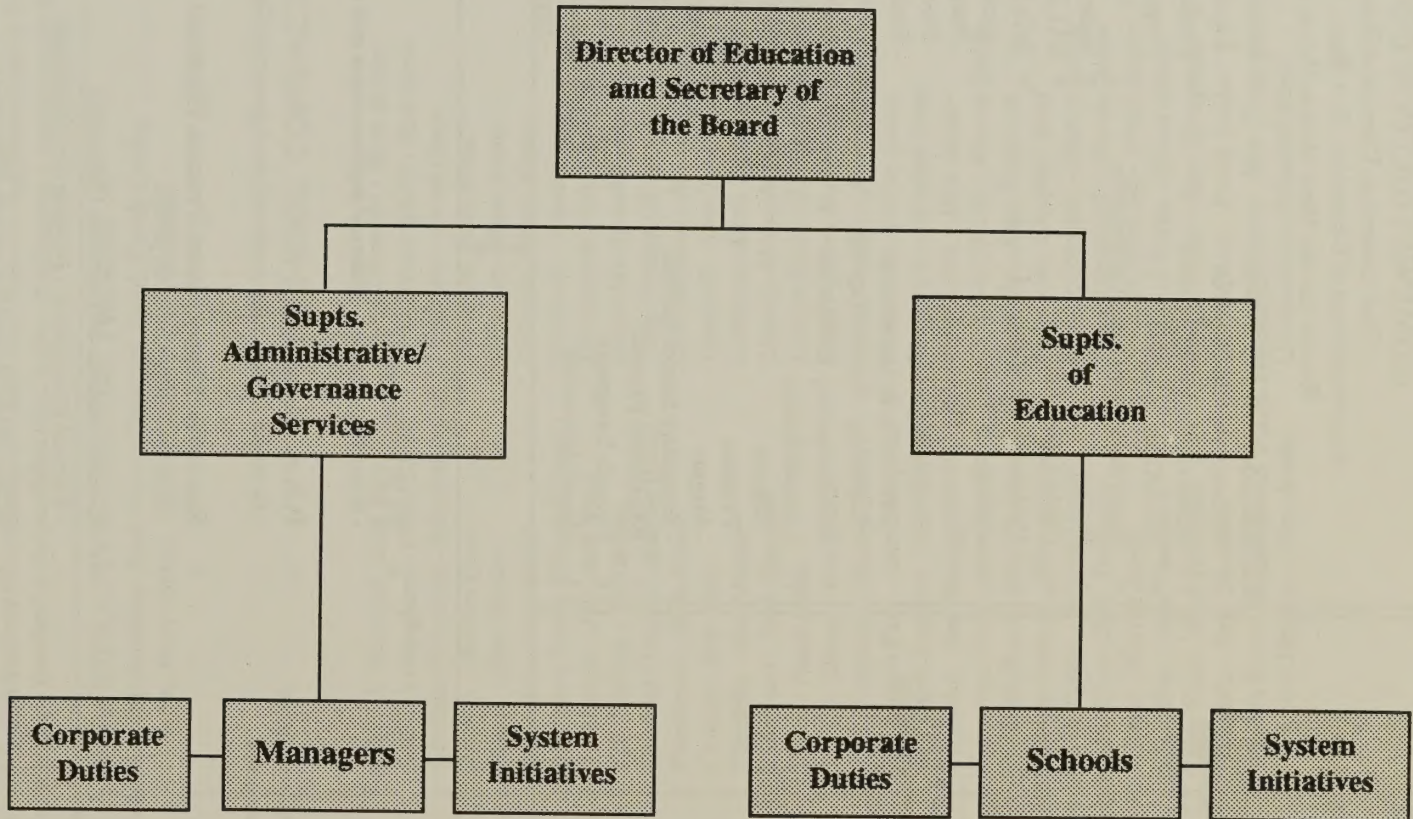
Restructured Organization - November 28, 1996

POSITION	FTE	Salary Cost
Director of Education and Secretary	1	
Supt. of Business and Treasurer	1	
Supt. of Education	6	
Supt. of Education - FLS	0.5	
Supt. Administrative and Operational Services	1	
TOTAL COST	9.5	\$931,816

0.36% of 1996 Budget

ANNUAL SAVINGS	1	\$70,773
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CONCEPTUAL MODEL THE STRUCTURE OF SENIOR MANAGEMENT



Administrative/Governance Services

Instructional/Administrative Services

Ministry of Education Costing Framework

ADMINISTRATIVE/GOVERNANCE

Don Goodridge, Director of Education & Secretary
 Pat Gillie, Superintendent of Administrative/Operational Services
 Superintendent of Business/Treasurer

CORPORATE DUTIES:

- Accounting
- Adult/Cont. Education
- Assessment
- Attendance Management
- Benefits & Salary Administration
- Board Standing /Ad hoc Committees
- Budget
- Buildings Security
- Capital Projects
- Distribution
- Employee Relations
- Enrolment
- FOI
- Grants
- Harrassment
- Health & Safety
- Maintenance & Caretaking
- Pay Equity
- Payroll
- Property & Insurance
- Regulated Substances
- Research
- Revenue Generation
- Staffing Process
- Systems Development
- Technical Support & Training
- Telecommunications
- Tendering & Purchasing
- Transportation
- W.C.B.

ADMINISTRATIVE/ INSTRUCTIONAL

Don Goodridge, Director of Education & Secretary
 Superintendents of Education: Rick Binns, Elizabeth Bond, Frank Cooke,
 Rosaire Lavoie, Merv Matier, Murray Quinn, Stew Thompson

CORPORATE DUTIES:

- Accountability - EQAO
- Administrative Structures
- Adult/Cont. Education
- Board Standing/Ad hoc Committees
- Budget
- Child Care
- Collective Bargaining Liaison
- College of Teachers
- Common Curriculum
- Outcome-based
- Evaluation & Assessment
- Reporting - System Testing
- Compensatory Education
- Consolidation
- Schools
- Program
- Magnet
- Secondary School Reform
- Expulsion Process
- French Language
- Home Schooling
- International Education
- Leadership - Promotion Process
- Performance Appraisal - Process/Policy
- Program Development & Support for Implementation
- Race Relations
- SALEP
- Safe Schools
- Social Skills
- Peer mediation
- Procedures/Policies
- Social Workers
- School Councils
- School Year Calendar
- SEAC
- Staff Development
- Staffing
- Support Services
- Psychological
- Speech & Language
- Special Education
- Section 27 Programs
- Home Instruction

SYSTEM INITIATIVES:

The following are Senior Management's Priorities for 1996/97:

- **Common Curriculum (School)**
 - Outcome-based curriculum documents - *continued implementation*
 - Evaluation/Assessment/Reporting - *continued implementation*
- **Safe Schools (School)**
 - Social skills program - *continued implementation*
 - Peer mediation programs - *continued implementation*
 - Tracking procedures - *refinement*
- **Special Education (School)**
 - Learning Centre/School-based Resource Program - *continued development and implementation*
- **PCEP (School)**
 - School Councils - *continued implementation with in-service support*
- **P.A.S. (School)**
 - *In-service to assist with continued development and implementation*
- **Resource Management Process (System)**
 - *continued refinement of the process*
- **Consolidation of Schools (System)**
 - Formal committee - *planning and development*
- **Secondary School Reform (System)**
 - Formal Committee - *planning and development*

This is an interdependent model, which allows for continuity and team work between Superintendents of Education. Although several Superintendents are involved in the portfolios listed below, it delineates a contact person for each item.

ADMINISTRATIVE/INSTRUCTIONAL

Superintendents of Education: Rick Binns, Elizabeth Bond, Frank Cooke,
Rosaire Lavoie, Merv Matier, Murray Quinn, Stew Thompson

- Accountability - EQAO - Frank Cooke
- Administrative Structures - Stew Thompson
- Adult/Cont. Education - Elizabeth Bond
- Budget - All
- Child Care - Frank Cooke
- Collective Bargaining Liaison
 - AEFO - Rosaire Lavoie
 - CUPE - Pat Gillie
 - LIUNA - Elizabeth Bond
 - OSSTF - Rick Binns
 - Elem.Occas - Murray Quinn
 - PSSP - Frank Cooke
 - H.T.F. - Murray Quinn
 - Sec.Occas. - Rick Binns
 - OCTU - Pat Gillie
- OPEIU - E.A.'s - Stew Thompson
- OPEIU - Sec.Secy's - Merv Matier
- College of Teachers - Merv Matier
- Common Curriculum - Frank Cooke
- Consolidation/ Secondary School Reform
 - Elizabeth Bond
- Expulsion Process - Murray Quinn
- French Language - Rosaire Lavoie
- Home Schooling - Stew Thompson
- International Education - Rick Binns
- Leadership - Promotion Process - Rick Binns
- Outdoor Education - Frank Cooke
- Performance Appraisal - Rick Binns
- Program Development & Support for
 - Implementation - Frank Cooke
- Race Relations - Merv Matier
- SALEP - Murray Quinn
- Safe Schools - Murray Quinn
- School Councils - Merv Matier
- School Year Calendar - Frank Cooke
- SEAC - Elizabeth Bond
- Staff Development - Stew Thompson
- Staffing
 - E. A's - Stew Thompson
 - Elem. Teachers - Murray Quinn
 - Sec. Teachers - Frank Cooke
 - Others - Rick Binns
 - Support Services - Elizabeth Bond

SCHOOL CONTACTS

A.C.E.S. Alter Ed - Rick Binns	Helen Detwiler - Merv Matier	R.A. Riddell - Merv Matier
A.M. Cunningham - Frank Cooke	Hess Street (JK-6) - Rick Binns	Red Hill - Stew Thompson
Adelaide Hoodless - Elizabeth Bond	Highview - Frank Cooke	Richard Beasley - Merv Matier
Allenby - Murray Quinn	Hill Park - Rick Binns	Ridgemount - Stew Thompson
Barton - Merv Matier	Hillcrest - Merv Matier	Robert Land - Rick Binns
Bennetto - Merv Matier	Hillsdale - Merv Matier	Rosedale - Murray Quinn
Buchanan Park - Elizabeth Bond	Holbrook - Frank Cooke	Roxborough Park - Merv Matier
Burkholder - Elizabeth Bond	Huntington Park - Merv Matier	Ryckman's Corners - Merv Matier
C.B. Stirling - Rick Binns	James MacDonald - Murray Quinn	Ryerson - Murray Quinn
Cardinal Heights - Murray Quinn	King George (JK-6) - Murray Quinn	Sanford Ave. - Murray Quinn
Centennial - Rick Binns	Lake Avenue - Murray Quinn	Scott Park - Elizabeth Bond
Central - Rick Binns	Lawfield - Stew Thompson	Seneca - Merv Matier
Chedoke - Merv Matier	Lawrence Alter. Ed. - Rick Binns	Sherwood Heights - Frank Cooke
Dalewood - Stew Thompson	Lincoln Alexander - Stew Thompson	Sherwood - Frank Cooke
Delta - Frank Cooke	Linden Park - Murray Quinn	Sir Allan MacNab - Merv Matier
Dr. J.E. Davey - Rick Binns	Lisgar - Merv Matier	Sir Isaac Brock - Murray Quinn
Earl Kitchener - Murray Quinn	Lloyd George - Murray Quinn	Sir John A. Macdonald - Rick Binns
Eastmount Park - Stew Thompson	Memorial - Murray Quinn	Sir Wilfrid Laurier - Murray Quinn
Elizabeth Bagshaw - Stew Thompson	Mountain - Elizabeth Bond	Sir Winston Churchill - Betty Bond
Fairfield - Stew Thompson	Mountview - Merv Matier	Stinson St. - Rick Binns
Fernwood Park - Merv Matier	Norwood (SK-8) - Murray Quinn	Strathcona - Stew Thompson
Franklin Road - Stew Thompson	Parkdale - Stew Thompson	Thornbrae - Merv Matier
G.L. Armstrong - Murray Quinn	Parkview - Elizabeth Bond	Tweedsmuir - Rick Binns
G.P. Vanier - Rosaire Lavoie	Pauline Johnson - Murray Quinn	Vern Ames - Stew Thompson
G.R. Allan - Stew Thompson	Peace Memorial - Murray Quinn	Viscount Montgomery - Merv Matier
Gibson - Murray Quinn	Phoenix Alter-Ed - Frank Cooke	W.H. Ballard - Stew Thompson
Glen Brac - Stew Thompson	Prince of Wales - Frank Cooke	Westdale - Murray Quinn
Glen Echo - Stew Thompson	Prince Philip - Stew Thompson	Westmount - Frank Cooke
Glendale - Stew Thompson	Queen Mary - Frank Cooke	Westview - Rick Binns
Gordon Price - Merv Matier	Queen Victoria - Stew Thompson	Westwood - Rick Binns
Hampton Heights - Merv Matier	Queensdale - Elizabeth Bond	Woodward - Stew Thompson

DIVISION OF SCHOOLS

	RICK BINNS <i>Supt. of Education</i>	BETTY BOND <i>Supt. of Education</i>	FRANK COOKE <i>Supt. of Education</i>	MERV MATHER <i>Supt. of Education</i>	MURRAY QUINN <i>Supt. of Education</i>	STEW THOMPSON <i>Supt. of Education</i>	ROSAIRE LAVOIE <i>Supt. of Education (5)</i>
JK - 5	Centennial Central Dr. J. Edgar Davey Hess Street (JK-6) Robert Land Stinson/A.C.E.S. Westwood	Buchanan Park Queensdale	A. M. Cunningham Holbrook Sherwood Heights	Fernwood Park Gordon Price Helen Detwiler Hillsdale Huntington Park Lisgar Mountview Richard Beasley Roxborough Park Ryckman's Corners Seneca Thornbrae	Allenby Earl Kitchener Gibson James MacDonald King George (JK-6) Linden Park Lloyd George Pauline Johnson Peace Memorial Rosedale Sanford Sir Isaac Brock Sir Wilfrid Laurier	Eastmount Fairfield Franklin Road G.R. Allan Glen Echo Lincoln Alexander Parkdale Prince Philip Queen Victoria Red Hill Ridgemount Strathcona Vern Ames Woodward	
JK - 8 & MIDDLE	C. B. Stirling Tweedsmuir Westview	Adelaide Hoodless Burkholder	Highview Prince of Wales Queen Mary	Bennetto Chedoke Hampton Heights Hillcrest R.A. Riddell Viscount Montgomery	Cardinal Heights G.L. Armstrong Lake Avenue Memorial Norwood Park Ryerson	Dalewood Elizabeth Bagshaw Glen Brae Lawfield W. H. Ballard	
SEC'DRY	Hill Park Sir John A. Macd./ Lawrence Alt. Ed.	Mountain Parkview Scott Park Sir W. Churchill	Delta Sherwood Westmount/Phoenix	Barton Sir Allan MacNab	Westdale	Glendale	Georges P. Vanier

ORGANIZATIONAL STRUCTURE

Board of Trustees
of Education

Structure for Senior Management (effective November 28/96)

Director of Education
and Secretary
of the Board

Administrative/
Governance
Services

Instructional/
Administrative
Services

Supt. of
Business/
Treasurer

Supt. Admin./
Operational
Services

Supt. of
Education

Supt. of
Education

Supt. of
Education

Supt. of
Education

Supt. of
Education

Supt. of
Education

Supt. of Ed.
S.F.L.S.

Corporate
Duties

◆ Managers ◆ System
Initiatives

Corporate
Duties

◆

Schools

◆

System
Initiatives

ROLE DESCRIPTION FOR THE POSITION OF SUPERINTENDENT THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

BACKGROUND:

Re-structuring or reorganizing, changes the system of rules, roles, and responsibilities that govern the way time, people, space, knowledge and technology are used and deployed in order to meet the goals of the organization.

Senior Officials, with the board, need to create the conditions in which the central work of the organization, - corporate and instructional - , gets achieved. Superintendents need to envision the future of the organization, see the "big picture", and clearly articulate the agreed upon philosophy that supports the vision. Superintendents need to work with staff to implement the shared vision.

Good management requires understanding processes, getting control of processes, and improving those processes (e.g. the decision-making process). The role of the Superintendent can not be to solve all the problems in the organization but rather to create conditions in which the problems get solved... to be decision-causers rather than decision-makers.

The following role description details the expectations for the position of Superintendent. It is generic and is designed to apply to all positions at the Senior Management level. Responsible to the Board and reporting through the Director, all Superintendents have responsibilities for the corporate and instructional operation of the Board and for the special initiatives that change on an ongoing basis in response to internal and external conditions. The role design recognizes that the day to day job of the Superintendent will change more often in relation to the corporate, instructional, and special initiatives of the Board.

ROLE DESCRIPTION

1. The Superintendent is responsible in both corporate duties & system initiatives for bringing together people in order to assist the Sections & the Board in continuous improvement and implementation of all initiatives towards its Vision of a student centred, school based organization. The Superintendent is responsible for working collaboratively with staff, parents, trustees and community members to achieve the goal of improved student learning.
2. The Superintendent is responsible for understanding and communicating the Vision, Mission and Beliefs of the organization. In this capacity the Superintendent is a liaison to the Trustees, Community and Greater Public and must continually advocate these directions in all activities.
3. The Superintendent is a role model and models flexibility in meeting the demands of a change driven society that is knowledge based and interdependent with both the information age and the growth of technology
4. The Superintendent is responsible for working with all leaders in the organization in order to assist the Sections & the Board in achieving its goals for excellence for all students. The prime responsibility of the Superintendent is in the development of all leaders so that the goals of the Sections & the Board can be achieved in an environment that supports risk and encourages collaborative opportunities.
5. The Superintendent is responsible for the direct supervision and evaluation of all staff within his/her corporate duties and indirect supervision of staff within his/her system initiatives duties. Supervisory responsibilities include ensuring staff actions are consistent with the Act, Regulations, and Board Policies, as well as making recommendations related to hiring, assignment, promotion, transfer, demotion , suspension and dismissal.
6. The Superintendent is responsible for the preparation of budget recommendations and the supervision of expenditures.
7. The Superintendent is responsible for making recommendations to the Director of Education concerning changes to Board Policy and / or Procedure. The Superintendent is responsible for attendance at meetings and the preparation and presentation of reports as may be requested by the Director of Education.
8. The Superintendent is knowledgeable about Sections & the Board Committees and all aspects of the Sections & the Board Structure and Operation and is responsible for insuring that all staff understand how their duties relate to other activities in the Board.
9. The Superintendent is knowledgeable about the Ministry of Education and Training, the Education Act, Regulations, Procedures, Board Policies and any associated Acts and Regulations as they apply to School Boards. The Superintendent is responsible for interpreting and applying these Acts, Regulations and Policies into all Board activities and with trustees, staff, parents and community members.

1. The first part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
2. The second part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
3. The third part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
4. The fourth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
5. The fifth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
6. The sixth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
7. The seventh part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
8. The eighth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
9. The ninth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.
10. The tenth part of the paper is devoted to a discussion of the general principles of the theory of the structure of the atom. It is shown that the structure of the atom is determined by the laws of quantum mechanics, and that the laws of quantum mechanics are derived from the principles of relativity and quantum theory.

**REPORT OF THE
SUPERVISED ALTERNATIVE LEARNING FOR EXCUSED PUPILS COMMITTEE**

Present: Trustees Rogers (Chairman), Bishop, Johnston, MacDonald and Orban.

Officials Present: F. Cooke (Assistant Superintendent of Program), K. Hibbins (Project Team Leader - Social and Interpersonal Skills) and D. Sayers (Consultant - S.A.L.E.P.).

The Committee recommends:

GENERAL

1. That the verbal Update regarding SALEP staffing be received for information and the following recommendation approved:

a) That the Staffing Officer be directed to redeploy, within the existing resources, the finances required to enable one additional staff member to be assigned to SALEP, in order to meet the pressing needs of the program.

Respectfully submitted

Committee Room
1996 10 31

J. ROGERS
Chairman

REPORT OF THE
COMMISSIONER OF THE LAND OFFICE

IN RESPONSE TO A RESOLUTION OF THE BOARD OF LANDS AND MINES

PASADENA, CALIFORNIA, JANUARY 1, 1911

REPORT OF THE

COMMISSIONER

TO THE BOARD OF LANDS AND MINES, PASADENA, CALIFORNIA

IN RESPONSE TO A RESOLUTION OF THE BOARD OF LANDS AND MINES

PASADENA, CALIFORNIA

JANUARY 1, 1911

COMMISSIONER OF THE LAND OFFICE

Education Centre
100 Main Street West
Hamilton, Ontario
1996 11 14

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(b) That the following staff be appointed to the Probationary Staff in the position stated, effective as shown, with salary according to the salary schedule:

Rebecca Ferguson (Attendance Secretary, Secondary School Clerical & Secretarial Staff), 1996 11 15
Terez R. Meakins (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 11 04

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(b) That the following staff be promoted to the position of Elementary School Secretary - Grade 8, 10 month, Clerical & Technical Staff, effective 1996 11 25, with salary according to the salary schedule:

Anne Lennox
Patricia Thur (.5)

Replacements

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the following timetable changes be approved, effective as shown, with salary according to the salary schedule:

Christine Fotheringham (E), .5 to 1.0, 1996 11 01
Andrea Kay (E), 1.0 to .5, 1997 01 01
Rita Knapp (E), .5 to .7, 1996 11 01
Bev Laskey (E), .5 to .8, 1996 11 01
Linda Smith (S), .66 to 1.0, 1996 10 03 to 1997 01 28
Judith Taylor (E), .7 to .8, 1996 10 15

Replacements

6. RETIREMENTS

(a) (i) That the resignations of the following Elementary School Principals, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

John E. (Ted) Ophoven (E), 1997 01 10
Ronald D. Watson (E), 1996 12 31

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Catherine Attridge (S), 1997 01 28
 Murray Barnes (S), 1997 01 28
 Philip Beaudoin (E), 1996 12 31
 John G. Doherty (S), 1997 01 28
 Douglas Hampson (S), 1997 01 28
 Lane Hazlewood (S), 1996 12 20
 Oscar Horback (S), 1997 01 28
 Arthur Joose (S), 1997 04 09
 William D. Manson (S), 1996 12 31
 Dennis D. McIlveen (S), 1997 01 28
 Paul H. Penton (S), 1997 01 28
 James D. Ridgley (S), 1997 01 28
 Norma Robertson (S), 1997 01 28
 E. Ann Seagrove (S), 1997 01 28
 Irene Stewart (E), 1997 01 31

7. LEAVING EMPLOYMENT

(a) That the date, 1996 12 31, for the following teachers to leave the employ of the Board be approved:

Colleen Blacklock (E)
 Cynthia Campanella (E)
 Wesley Hahn (E)
 Constance Jain (E)
 Karen Must (E)
 Lorraine Oliver (E)
 Wendy VandenBurg (E)

7 Elementary Terminations

(b) That the date, 1996 11 11, for Carol Mulvey (Guidance Secretary, Secondary School Clerical & Secretarial Staff) to leave the employ of the Board, be approved.

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Josee Bergeron Scibetta (E), 1997 01 06 to 1997 08 31
 Nelly Hirasawa (S), 1997 01 29 to 1997 08 31
 Victoria Kudrenski (S), 1997 01 01 to 1997 04 18
 Laima Pohl (S), 1997 01 01 to 1998 01 31
 Kenneth M. Smith (S), 1997 01 29 to 1998 01 31

(b) That the request of Eileen A. Dartsch (Educational Assistant, Educational and Lunchroom Assistant Staff) for a Leave of Absence, effective 1996 11 04 to 1997 06 30 (.5), be granted.

Leave of Absence - "Four Over Five"

(a) That the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five") according to the Collective Agreement, effective as shown, be granted:

(i) That the request of Karen Tsuji for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Secondary Collective Agreement be amended to read for the 1998-1999 school year effective September 1, 1998.

(ii) That approval be granted for the request of Mary Rinas-Smyth for a Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Secondary Collective Agreement for the first semester of the 1998-99 school year, effective September 1, 1998.

(iii) That the Leave of Absence under the Salary Holdback Plan ("Four Over Five") granted to Rosemarie Mechel be rescinded.

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Helen Brown (E), 1997 01 01 to 1997 08 31

Margaret Mete (E), 1997 01 01 to 1997 08 31

Reduced Workload Leave

(a) That the Reduced Workload Leave of Absence granted to Barbara Thoman (E) at a previous meeting be changed to read .7 to .5.

Return from Leave of Absence

(a) That the following teachers be returned from a Leave of Absence, effective as shown:

Lynda Ball (E), 1996 12 02

Lisa Borkovich (S), 1997 01 29 (2/3 Sem. 2)

Julie C. Herron (E), 1996 11 22

Janice Kovar (S), 1996 11 04

Sandra McCormick (E), 1996 11 11

Susan Morrone (E), 1996 11 25

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Donna Beattie (Clerk-Typist, Clerical & Technical Staff), 1996 10 03.

Debbie Owen (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 11 04

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation and the second section deals with the progress of the work.

2. The second part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work in the field and the second section deals with the results of the work in the laboratory.

3. The third part of the report deals with the conclusions drawn from the work during the year. It is divided into two main sections: the first section deals with the conclusions drawn from the work in the field and the second section deals with the conclusions drawn from the work in the laboratory.

4. The fourth part of the report deals with the recommendations made during the year. It is divided into two main sections: the first section deals with the recommendations made in the field and the second section deals with the recommendations made in the laboratory.

5. The fifth part of the report deals with the summary of the work during the year. It is divided into two main sections: the first section deals with the summary of the work in the field and the second section deals with the summary of the work in the laboratory.

URBAN MUNICIPAL
CAY ON HBL W26
A36
1996

URBAN MUNICIPAL

DEC 16 1996

GOVERNMENT DOCUMENTS

AGENDA
PERSONNEL AND ORGANIZATION COMMITTEE
1996 12 12

GENERAL

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Page 1
2. Request for New Positions:
 • Project Team Leader: Section 27 Pages 1A to 1E
3. Staffing Report - Full Time Equivalent Positions Page 2
4. Report on Supply Teacher Usage Pages 3 to 6
5. Update re:
 a) Temporary Position of Telephone Receptionist Pages 7 to 8
 b) Early Morning Dispatcher Page 9
6. Report re Restructuring of Senior Management - Requested by Trustee Johnston
(Tabled at 1996 11 14 Personnel and Organization Committee Meeting)

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources Pages 10 to 12
2. Request for a Report on the Criteria for Selection of School Principal -
 School Council's Involvement and Intended Process - Requested by Trustee Bishop
3. Request for New Positions:
 • Senior Social Worker Pages 13 to 17

Education Centre
100 Main Street West
Hamilton, Ontario
1996 12 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following staff be appointed to the Probationary Cleaning Staff in the position of Cleaner, effective as shown, with salary according to the salary schedule:

Joseph Gagliano, 1996 11 18

Richard Gagnon, 1996 12 09

Donald Howe, 1996 11 18

Shawn MacMunn, 1996 12 09

Steve Matijasic, 1996 11 18

Rose Sporbeck, 1996 12 09

Replacements

Contract Compliance

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT

(a) That the date, 1996 12 19, for Nada Jano (Cleaner, Cleaning Staff) to leave the employ of the Board, be approved.

8. LEAVES - Nil

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

Date: 1996 12 12
To: Chairman and Members
Personnel and Organization Committee
From: Elizabeth Bond, Superintendent of Program
Re: Project Team Leader: Section 27
Report: Information/Decision

Background

The position of Section 27 Consultant was established by the Board in 1983 to provide liaison between the education programs in the care, treatment and correction facilities and the Board of Education for the City of Hamilton. The purpose of the Consultant position was to co-ordinate the delivery of educational programs to school-aged students in government-approved facilities.

The costs associated with these programs, including the staff and instructional supplies are paid for on a fully cost recoverable basis, through Section 27 of the General Legislative Grants.

Since their inception in 1983, the number of programs has grown to 19 locations with a staff of twenty-nine teachers (Appendix I). It is anticipated that increased requirement for the delivery of educational programs in the next school year will result in an addition of two full-time teachers.

Correctional facilities offer twelve month educational programs. Currently, the correctional facilities area of Section 27 comprises over 50% of the classrooms and students served. As a result of the further development of these twelve month programs, there has been an expansion of the responsibilities (Appendix II) of the Section 27 Consultant. In order to effectively carry out these additional responsibilities, it is necessary to expand the current 10 month position (Consultant) into a twelve month position (Project Team Leader).

Written approval has been received from the Ministry of Education and Training indicating that the additional costs that will result from changing the position from a ten month to twelve month position will be fully recoverable. The renewal of this position is subject to annual Ministry approval of funding.

Issue

To determine trustee support for creating the position of Project Team Leader: Section 27.

Recommendation

That the position of Project Team Leader: Section 27 be created.

Rationale:

Appendix I	Section 27 Programs
Appendix II	Role Description: Section 27 Project Team Leader

1985 12 12

Date

Theresa J. Thompson

To

Theresa J. Thompson

From

Theresa J. Thompson

Subject

Theresa J. Thompson

Reference

Theresa J. Thompson

Comments

Background

The purpose of this report is to provide information regarding the results of the research conducted by the research team. The research was conducted in order to determine the effectiveness of the research team's research.

The research team conducted a series of experiments in order to determine the effectiveness of the research team's research. The results of the research are presented in the following sections.

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Date

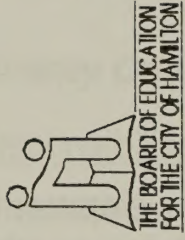
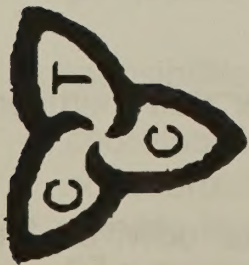
The research team conducted a series of experiments in order to determine the effectiveness of the research team's research. The results of the research are presented in the following sections.

Theresa J. Thompson

Theresa J. Thompson

Date

Theresa J. Thompson



Section 27 Programs

Panel	Care	Treatment	Corrections
Elementary	Children's Hospital - MUMC (1.5)	Hatts Off - Elementary (1.0)	
	St. Joseph's Hospital - Elementary (1.5)	Lynwood Hall - Onsite (2.0)	
		Lynwood Hall - Offsite (1.0)	
Secondary	Grace Haven (2.0)	Cornerstone (1.0)	Arrell Youth Centre (3.0)
	MUMC - Secondary (0.5)	Hatts Off - Secondary (1.0)	Calvert House (1.0)
	St. Joseph's Hospital - Secondary (1.0)	Woodview Children's Centre - Westdale Secondary (1.0)	Dawn Patrol (1.0)
		Woodview Day Treatment - Delta Secondary School (1.0 + 1.0 to be hired)	Hamilton Wentworth Detention Centre (5.0 + 2.0 to be hired)
			Newcombe House (1.0)
			Patterson House (1.0)
			Peninsula Youth Centre (3.0 + 1.0 to be hired))
Classrooms	6	8 (+ 1.0)	15 (+ 3.0)
Teachers	6.5	8 (+ 1.0)	15 (+ 3.0)
Liaison Consultant	1		

ROLE DESCRIPTION: SECTION 27 PROJECT TEAM LEADER***Facility Orientation:*****Responsibilities INSIDE of each facility**

- set up process to ensure quality delivery of program
 - develop and maintain curriculum*
 - co-operate with Project Team Leaders in the development of components of curriculum and courses to meet the needs of students in CTC programs
 - assess and evaluate the educational program
 - set directions; establish plans for professional development to provide direction of quality program*
 - collaborate with schools and principals to identify the competencies required to ensure an effective academic program for CTC students
 - complete monthly visits and observations
- establish appropriate registration procedures*
 - oversee the maintenance of records, admission, placement, and discharge with respect to the student's educational program
- scrutinize Facility requirements in meeting contractual obligation i.e. teaching conditions
- team with Facility Administration
 - ensure the consistency of the Section 27 program with all facility members of the interdisciplinary team
 - act as a resource in providing leadership in the educational prescription of the CTC educational program
 - clarify any concerns with Contract
 - provide a communication link with teaching staff
 - problem solve any concerns with school's daily operation
- liaise with Facility Teacher
 - ensure the consistency of the Section 27 program with all educational members of the interdisciplinary team
 - communicate any concerns with/from Administration
 - consult and plan educational program including evaluation*
 - provide learning materials, support for program*
 - team teach*
- act as mediator or teacher advocate in times of conflict with other staff member or facility staff member*
- establish, plan and chair monthly staff meetings*
- design and coordinate Professional Development and in-service activities for facility staff to facilitate growth and development of CTC teachers*

* *indicates change or new responsibilities since 1992*

Appendix II

- liaise with appropriate community agencies and organizations, other boards, the Ministry of Education and Training and related professionals
- build a CD ROM library and software library*

Ministry Orientation:Responsibilities OUTSIDE of each facility

- establish effective liaison with the Ministry of Education and Training and counterparts in other Boards
- ensure that CTC programs operate in accordance with the Acts and Regulations of the Ministry of Education and Training, but not in conflict with the Acts and Regulations as outlined in the Children's Mental Health Act, Child and Family Services Act or Young Offenders Act
- prepare and report on the educational program as required by the Ministry (September, April, June)
- deployment of resources for supplies, equipment and other formal requests for each facility (36 accounts totaling over \$180 000, salaries in excess of \$1.8 million)*
- coordinate report card process for all students earning credits in programs*

HBE/System Wide Orientation:Responsibilities WITHIN Special Education

- monitor and maintain Special Education portfolios of all exceptional CTC students*
 - coordinate the assessment, conferencing and presentation of candidates to an Identification, Placement and Review Committee
 - facilitate the regular review of the progress of pupils in CTC programs
 - conduct IPRC's (Annual Reviews) with Principal assistance for all exceptional students*
- communicate student needs with Special Education Services Consultants on referrals to or from S. 27 schools*
- act as specialist for Ministry of Education & Training information on S. 27
- participate in Special Education forums for system wide learning*

Responsibilities WITHIN Schools

- coordinate/plan student admission/demission into a S. 27 placement*
- collaborate with school administration re. S. 27 programs and operations
- provide information/instruction to administrations, teachers and students re. S. 27 programming*

* indicates change or new responsibilities since 1992

Responsibilities WITHIN the System

- convey knowledge and information of Ministry, current issues, research and new developments in S.27 programming
- inform Board Officials (Superintendents, Trustees, SEAC, etc.) on Ministry policy regarding the GLG's and S. 27 students
- prepare and present S. 27 information to this board and to others*
- sit on interview teams for S.27 teachers and support personnel
- co-ordinate technology across S. 27 curriculum*
- locate, request, register and maintain OSR's*

* indicates change or new responsibilities since 1992

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31ST ACTUALS												1996 ACTUALS					1996 BUDGET
	1991	1992	1993	1994	1995	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
Admin & Support Staff	496.21	461.16	458.16	444.96	419.76	408.06	408.06	408.06	408.06	408.06	408.06	399.85	399.85	397.85	397.85	397.85		399.05
Co-ordinators/Consultants	55.67	51.00	50.00	37.00	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	20.50	20.50	20.50		20.50
Teachers - Elementary	1,660.75	1,657.60	1,637.75	1,580.65	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,571.95	1,478.25	1,478.25	1,478.25		1,431.95
Secondary - Composite	850.67	861.33	839.67	802.67	772.92	772.92	758.58	758.58	758.58	758.58	758.58	758.58	758.58	747.09	747.42	747.42		722.09
- Vocational	107.67	100.67	87.00	70.00	61.00	61.00	60.33	60.33	60.33	60.33	60.33	60.33	60.33	62.33	62.33	62.33		61.00
- Vanier	34.00	35.00	36.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00	35.00	35.00	35.00		35.00
Elementary DD	16.00	14.00	13.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00		9.00
Secondary DD	14.67	15.33	12.67	13.00	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33		13.33
Lunchroom - Elementary	118.50	82.86	85.25	65.32	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00		39.00
- Secondary	7.00	7.36	7.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	2.14	2.14	2.14		2.14
- Vocational	2.00	2.00	1.71	1.07	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.89	0.36	0.36	0.36		0.36
Bus Supervisors	16.71	15.86	17.14	16.86														
Educational Assistants	223.50	250.50	232.17	232.67	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	233.17	240.00	240.00	243.00		233.17
Lunchroom Assistants	6.56	7.12	4.12	2.70	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14	2.14		2.14
Ctkrs/Maint/Whs/Asbestos	219.00	214.00	213.00	210.00	186.00	181.00	181.00	181.00	181.00	181.00	181.00	189.00	189.00	189.00	189.00	189.00		179.00
Cleaners/Cooks	360.00	347.00	313.00	304.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	299.00	302.00	302.00	302.00		216.18
Recoverable Tchrs/Other	41.75	40.05	36.55	38.15	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.90	38.00	38.00	38.00		37.90
- Consultants	0.33																	
- Clerical		1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00		1.00
- Educ Assist			4.33	4.33	4.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	5.33	4.50	4.50	4.50		5.33
- Admin	0.50	0.50	0.50	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50		0.50
Full Time Equiv. Positions	4,231.49	4,164.34	4,050.66	3,875.88	3,720.39	3,705.19	3,690.18	3,690.18	3,690.18	3,690.18	3,690.18	3,688.97	3,688.97	3,581.99	3,582.32	3,585.32		3,408.64
Number Of Employees	4861	4,829	4,706	4,451	4,137	4,121	4,107	4,107	4,107	4,107	4,107	4,115	4,106	3,987	3,987	3,990		3,798
Lunchroom Enrolment	16,618	17,432	18,003	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707	18,707		18,707
Enrolment - Elementary	*26,111	*26,387	*26,685	*27,084	*27,395	27,409	27,378	27,415	27,409	27,396	27,297			*27,588	27,590	27,582		**27,538
- Sec Composite	*12,328	*13,001	*11,529	*12,158	*12,343	11,386	11,568	11,304	11,162	10,840	10,743			*11,866	11,711	11,403		**12,039
- Sec Vocational	*950	*1,037	*771	*736	*729	626	668	637	622	574	556			*739	706	689		**722
- Sec Vanier	*382	*465	*464	*480	*503	480	491	490	486	477	473			*467	466	462		**511
- Elem D.D.	*89	*83	*82	*61	*66	66	67	67	66	66	62			*58	58	59		**53
- Sec D.D.	*65	*84	*84	*95	*94	95	93	92	92	91	90			*104	104	103		**100
- TOTAL	*39,925	*41,057	*39,615	*40,614	*41,130	40,062	40,265	40,005	39,837	39,444	39,221			*40,822	40,635	40,298		**40,963

*September 30th Enrolments

**Projected Enrolments

Prepared by Human Resources - December 12, 1996

REPORT OF SUPPLY TEACHER USAGE - OCTOBER 31, 1996

SECONDARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1996 \$ Expense	1996 Long Term Occasional
JANUARY	16.0	11.5	213.5		4.0	4.0	4.0	2.5		224.0	291.0	30,925	47,491
FEBRUARY	20.0	22.0	326.0	2.5	4.0	22.0	1.0	8.5		364.0	514.5	33,143	34,989
MARCH	16.0	29.0	392.5	6.5		3.5		2.5		405.0	503.0	36,779	43,892
APRIL	20.0	32.0	700.0	13.5	4.5	36.5		5.5		760.0	316.5	40,042	52,476
MAY	21.0	122.0	636.5	70.0	9.5	14.5		10.5		741.0	494.0	60,320	77,256
JUNE	20.0	104.5	540.5	11.0		2.0		1.0		554.5	270.0	30,843	84,222
JULY													
AUGUST													
SEPTEMBER	20.0	24.5	263.5	14.5	1.0	10.5		8.0		297.5	250.5	31,680	22,303
OCTOBER	22.0	145.0	461.5	18.0	8.5	16.0	2.0			506.0	263.5	52,809	41,448
NOVEMBER													
DECEMBER													
TOTALS		490.5	3534.0	136.0	31.5	109.0	3.0	38.5		3852.0	2903.0	316,541	404,077
% Of Total			91.7	3.5	0.8	2.8	0.1	1.0					

ELEMENTARY													
MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1996 Total Days	1995 Total Days	1996 \$ Expense	1996 Long Term Occasional
JANUARY	17.0	23.5	963.5	11.0	5.0	28.0	11.5	4.5		1023.5	1502.5	109,851	130,895
FEBRUARY	20.0	45.0	1662.5	25.5	9.0	16.0	19.5	12.5		1745.0	1563.5	134,604	186,515
MARCH	15.0	35.0	1249.5	28.5	2.0	24.5	37.5	3.5		1345.5	1175.5	127,268	96,573
APRIL	20.0	48.0	2160.5	11.5	10.0	37.0	47.0	2.5		2268.5	1390.0	149,792	127,337
MAY	21.0	101.0	1665.0	6.0	6.0	71.0	71.5	14.5		1834.0	1350.0	143,626	175,094
JUNE	18.0	233.0	1366.5	56.0	3.0	30.5	29.0	31.5		1516.5	1211.5	115,397	182,130
JULY													
AUGUST													
SEPTEMBER	20.0	22.0	556.0		8.5	6.5	20.5	8.0		599.5	472.0	68,033	20,922
OCTOBER	22.0	43.0	1422.5	15.0	10.5	28.0	62.5	5.5		1544.0	1062.0	147,348	95,055
NOVEMBER													
DECEMBER													
TOTALS		560.5	11046.0	153.5	54.0	241.5	299.0	82.5		11876.5	9727.0	995,919	1,014,521
% Of Total			93.0	1.3	0.5	2.0	2.5	0.7					

REPORT OF SUPPLY TEACHER USAGE - OCTOBER 31, 1996

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1996 Total Days	1995 Total Days	1995 Total Expense	1996 \$ Expense	1996 Long Term Occasional	1996 Total Expense	1996 % Spent
JANUARY	35.0	1177.0	11.0	9.0	32.0	11.5	7.0		1247.5	1793.5	459,330	140,776	178,386	319,162	
FEBRUARY	67.0	1988.5	28.0	13.0	38.0	20.5	21.0		2109.0	2078.0	534,126	167,747	221,504	389,251	
MARCH	64.0	1642.0	35.0	2.0	28.0	37.5	6.0		1750.5	1678.5	401,950	164,047	140,465	304,512	
APRIL	80.0	2860.5	25.0	14.5	73.5	47.0	8.0		3028.5	1706.5	378,604	189,834	179,813	369,647	
MAY	223.0	2301.5	76.0	15.5	85.5	71.5	25.0		2575.0	1844.0	448,220	203,946	252,350	456,296	
JUNE	337.5	1907.0	67.0	3.0	32.5	29.0	32.5		2071.0	1481.5	376,251	146,240	266,352	412,592	
JULY															
AUGUST															
SEPTEMBER	46.5	819.5	14.5	9.5		20.5	16.0		897.0	722.5	130,591	99,713	43,225	142,938	
OCTOBER	188.0	1884.0	33.0	19.0	44.0	64.5	5.5		2050.0	1325.5	272,092	200,157	136,503	336,660	
NOVEMBER															
DECEMBER															
TOTALS	1041.0	14580.0	289.5	85.5	350.5	302.0	121.0		15728.5	12630.0	3,001,164	1,312,460	1,418,598	2,731,058	91.0
% Of Total		92.8	1.8	0.5	2.1	1.9	0.8								

1996 BUDGET
\$3,000,000

REPORT OF SUPPLY TEACHER USAGE - DECEMBER 31, 1995

SECONDARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	16.0	249.5	10.0	9.5	4.5	0.5		17.0	291.0	301.5	47,133	48,747	95,880
FEBRUARY	19.0	26.5	454.5	9.0	5.5	3.0		1.0	41.5	514.5	398.5	62,286	55,230	117,516
MARCH	18.0	36.0	412.0	30.0	6.0	15.0		2.0	38.0	503.0	294.5	52,456	63,503	115,959
APRIL	18.0	42.0	243.5	8.0	16.0	15.5		2.0	31.5	316.5	379.0	40,216	55,983	96,199
MAY	22.0	121.0	361.0	40.0	23.0	10.0		16.0	44.0	494.0	574.0	69,438	65,017	134,455
JUNE	21.0	169.0	233.0	8.0	2.0	8.0		2.0	17.0	270.0	317.0	30,619	83,540	114,159
JULY														
AUGUST														
SEPTEMBER	18.0	21.5	239.0	2.0		9.0		0.5		250.5	219.5	31,209	21,059	52,268
OCTOBER	21.0	34.0	252.0	1.0	7.5	1.0	1.0	1.0		263.5	362.0	25,378	58,210	83,588
NOVEMBER	20.0	50.0	405.5	7.0	1.5	6.5		3.0		423.5	427.5	58,734	63,239	121,973
DECEMBER	16.0	37.5	241.5	2.0	2.0	1.0		2.0		248.5	359.5	54,393	35,505	89,898
TOTALS		553.5	3091.5	117.0	73.0	73.5	1.5	29.5	189.0	3575.0	3633.0	471,862	550,033	1,021,895
% Of Total			86.5	3.3	2.0	2.1	0.0	0.8	5.3					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	23.5	1343.0	13.0	2.0	36.5	47.0	9.5	51.5	1502.5	1503.5	207,695	155,755	363,450
FEBRUARY	20.0	40.5	1407.5	17.0	5.0	28.5	83.0	7.5	15.0	1563.5	1642.0	204,754	211,856	416,610
MARCH	16.0	30.0	992.5	3.0	5.0	40.5	80.5	9.5	44.5	1175.5	937.0	148,050	137,941	285,991
APRIL	18.0	50.5	1237.5	6.0	7.0	33.0	80.5	4.0	22.0	1390.0	1723.5	147,790	134,615	282,405
MAY	21.0	129.0	1225.0	13.0	3.0	20.0	45.5	15.0	28.5	1350.0	1575.0	163,724	150,041	313,765
JUNE	20.0	247.5	1035.5	52.0	1.0	26.5	41.0	8.5	47.0	1211.5	1189.5	128,312	133,780	262,092
JULY														
AUGUST														
SEPTEMBER	18.0	14.5	459.5	8.0			2.0	2.5		472.0	685.5	54,553	23,770	78,323
OCTOBER	21.0	32.0	1034.0	0.5	2.5	6.5	11.0	7.5		1062.0	1263.5	130,066	58,438	188,504
NOVEMBER	21.0	45.5	1398.5	2.0	7.5	39.5	14.0	4.0		1465.5	1843.0	190,729	79,648	270,377
DECEMBER	16.0	30.0	979.0	4.0	3.0	30.0	12.0	5.0		1033.0	913.5	169,480	25,019	194,499
TOTALS		643.0	11112.0	118.5	36.0	261.0	416.5	73.0	208.5	12225.5	13276.0	1,545,153	1,110,863	2,656,016
% Of Total			90.9	1.0	0.3	2.1	3.4	0.6	1.7					

SECONDARY & ELEMENTARY														
MONTH	Personal Leave Days/Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculum /In-Service /Meeting Inside System	In School Meeting	Feder- ation Matters	Other	1995 Total Days	1994 Total Days	\$ Expense	Long Term Occasional	Total Expense	1995 % Spent
JANUARY	39.5	1592.5	23.0	11.5	41.0	47.5	9.5	68.5	1793.5	1805.0	254,828	204,502	459,330	
FEBRUARY	67.0	1862.0	26.0	10.5	31.5	83.0	8.5	56.5	2078.0	2040.5	267,040	267,086	534,126	
MARCH	66.0	1404.5	33.0	11.0	55.5	80.5	11.5	82.5	1678.5	1231.5	200,506	201,444	401,950	
APRIL	92.5	1481.0	14.0	23.0	48.5	80.5	6.0	53.5	1706.5	2102.5	188,006	190,598	378,604	
MAY	250.0	1586.0	53.0	26.0	30.0	45.5	31.0	72.5	1844.0	2149.0	233,162	215,058	448,220	
JUNE	416.5	1268.5	60.0	3.0	34.5	41.0	10.5	64.0	1481.5	1506.5	158,931	217,320	376,251	
JULY														
AUGUST														
SEPTEMBER	36.0	698.5	10.0			2.0	3.0		722.5	905.0	85,762	44,829	130,591	
OCTOBER	66.0	1286.0	1.5	10.0	7.5	12.0	8.5		1325.5	1625.5	155,444	116,648	272,092	
NOVEMBER	95.5	1804.0	9.0	9.0	46.0	14.0	7.0		1889.0	2270.5	249,463	142,887	392,350	
DECEMBER	67.5	1220.5	6.0	5.0	31.0	12.0	7.0		1281.5	1273.0	223,873	60,524	284,397	
TOTALS	1196.5	14203.5	235.5	109.0	334.5	418.0	102.5	397.5	15800.5	16909.0	2,017,015	1,660,896	3,677,911	142.9
% Of Total		89.9	1.5	0.7	2.1	2.6	0.6	2.5						

1995 BUDGET
\$2,574,000

DATE: 1996 12 12

TO: Chairman and Members
Personnel and Organization Committee

FROM: P. C. Gillie, Superintendent, Administrative and Operational Services
W. D. Haynes, Manager, Administrative Services

RE: Temporary Position of Telephone Receptionist

REPORT: Update and Decision

BACKGROUND

This report is an update on a motion of the 1996 09 12 Personnel and Organization Committee meeting that was subsequently approved at the 1996 09 19 meeting of the Board.

"That a telephone receptionist be hired on a temporary basis until December, 1996 and that the need for the position be reviewed at that time."

Pursuant to this motion an interim position of Telephone Receptionist was established effective September 30, 1996. The intent of this motion was to provide additional time for Administrative Services staff to further investigate and refine the operation of the Education Centre Voice Processing System.

ISSUE

To provide Trustees with information and recommendations in follow-up to the above motion.

RECOMMENDATIONS

- 1) That the temporary position of Telephone Receptionist, Administrative Services, be maintained until approval of a permanent staff position through budget review.
- 2) That all school telephone lines be upgraded immediately to touch-tone at an ongoing operational cost of approximately \$18,000/year.

RATIONALE

Recommendation 1

Even with the introduction of the Automated Attendant feature on the system, the number of calls coming in from the general public, requiring personal assistance, is sufficient enough to require a specific staff position.

The number of calls being answered by the temporary receptionist is significantly lower than the number of calls handled by the previous switchboard operator with the former system. According to a Bell Canada traffic study performed in January 1996, the total number of calls terminating at the main console was 1590 per day. This study was performed during a non-peak period in order to gain a truer estimate of the number of calls received during a normal day. Based on information gained during the current study period, the number of calls on average, ran at 271 calls per day.

Recommendation 2

Although schools can access and navigate the Voice Processing System, the combination of line possibilities (rotary and touch-tone) at any one school is making implementation more difficult than anticipated. It is quite possible that a school could have both types of lines on their telephone system.

Different line types require that the user access the Voice Processing system in a different manner. Feedback that we have received during the test period indicates that the two types of lines are causing confusion and irritation with the system. Attempts to communicate these differences to the schools via PROFS, written communications, and in the Quickfinder have not found its way down to casual users of the system (i.e. outside of the main office area and in some cases, users within the main office). To remedy this situation, one type of line, although at a cost, throughout the system would ensure that communications between the schools, Education Centre and other organizations can be accomplished with a standard set of instructions.

The cost of upgrading all school lines can be carried out without increasing the telephone budget. Expiry of school telephone equipment lease charges in 1996 will be reapplied to cover this line upgrade cost.

1996 12 12

TO: The Chairman and Members of Personnel & Organization

FROM: Rick Binns, Superintendent of Human Resources Services

RE: UPDATE ON EARLY MORNING DISPATCHER

BACKGROUND

In 1995, in anticipation of the purchase of an automated system, reductions took place in secretarial staff that resulted in the elimination of the position responsible for the early morning arrangement of replacement coverage for substitute teachers, secretaries and educational assistants. This service has been temporarily re-instated for the period October 7 until December 31, 1996. Absent employees continue to telephone principals at home before 7:00 a.m. and the administrators arrange replacement coverage from the approved lists. In emergency situations administrators are able to call into the Board to request replacement coverage. Since October 7, there have been approximately ninety substitutes arranged by the early morning dispatcher.

ISSUE

Absences tend to be at their highest during the winter months. To ensure replacement coverage is in place whenever required and to provide lack of disruption for the students, continued support is required.

This could be accomplished either through the purchase of a substitute employee management system or by continuation of the service of providing an early morning dispatcher to find emergency replacement coverage.

RECOMMENDATION

That this report be received for information.

RATIONALE

The purchase of a substitute employee management system will provide a more efficient method for the arrangement of substitute staff. The approved 1996 Budget Allocation includes sufficient funds (\$70,000) which when combined with reserve funds will meet our purchase needs.

The early morning dispatcher is employed for 1.5 hours per day at the rate of \$11.71 per hour providing arrangement of substitutes on an emergency basis.

Prepared by: Marian Avery, Human Resources Officer

Education Centre
100 Main Street West
Hamilton, Ontario
1996 12 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

Permanent Staff

(a) That the Cherylin Moses (E) be transferred to the Permanent Staff, effective 1997 01 01, with salary according to the salary schedule.

Confirmations

(a) That the following teachers be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Richard Brooks (S), (Head of Department - Business), 1997 02 01
Richard Bull (E), (Elementary Principal), 1997 01 01
Peter Cipriani (S), (Assistant Head of Department - Technical), 1996 09 01
Elizabeth Eickmeier (S), (Alternative Education Program Leader), 1997 01 01
E. Anne Klaus (S), (Head of Department - French Immersion), 1997 02 01
Ann MacDonald (S), (Assistant Head of Department - Guidance), 1997 02 01
Kathryn McIntyre (S), (Head of Department - Visual Arts), 1997 02 01
Anne Marie Metford (S), (Secondary Vice-Principal), 1997 01 30
Georgina Pain (E), (Elementary Principal), 1997 01 01
Gail Rappolt (S), (Secondary Principal), 1997 01 30
Diane Rawsthorn (E), (Elementary Principal), 1997 01 01
Jane Shipton (E), (Elementary Vice-Principal), 1997 01 01
Martin Strobl (S), (Head of Department - French Immersion), 1997 02 01

3. PROMOTIONS

(a) That the following teachers be appointed to the positions stated, effective as shown, with salary according to the salary schedule:

John Fredette (S), (Assistant Head of Department - Vocational), 1996 09 01
Tom Mlekuz (S), (Head of Department - Technical), 1997 01 29

Replacements

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the following timetable changes be approved, effective 1997 01 01 to 1997 01 28, with salary according to the salary schedule:

Corinne Brown (S), .83 to 1.0, (3/3 Sem. 1 & 2)

Geoffrey Coombs (S), .33 to .5 (3/3. Sem. 1 only)

Gary Nolan (S), .66 to .83 (3/3 Sem. 1, 2/3 Sem. 2)

Replacements

6. RETIREMENTS

(a) (i) That the resignation of Paul William Gordon, Secondary School Principal, for the purpose of retirement, effective 1997 02 28, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Evelyn Brown (S), 1997 01 28

Rudy Brunetti (S), 1997 01 28

David J. Robinson (S), 1997 01 28

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for a Leave of Absence, effective as shown, be granted:

Robin Boughan (S), 1996 11 09

Karen Bernyak-Bouwman (E), 1997 02 03 to 1997 08 31

Annette M. Bodo (E), 1997 01 06 to 1997 08 31

Gregg Bullock-Price (E), 1997 01 27 to 1997 08 31

Sharyn D. Gagné (E), 1997 01 01 to 1997 08 31

Penny S. Hamaoka (E), 1997 02 20 to 1997 08 31

Richard Murphy (S), 1996 09 01

Anna Radojewski (E), 1997 01 06 to 1997 08 31

(b) That the requests of the following staff for a Leave of Absence, effective as shown, be granted:

Judy Dalmer (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 11 11 to 1996 12 31 (.5)

Lynn Hicks (Speech/Language Pathologist, Professional Student Services Personnel), 1997 03 03 to 1997 06 30

Anna Ravida DiFazio (Speech/Language Pathologist, Professional Student Services Personnel), 1997 01 01 to 1997 12 31 (.6)

Leave of Absence - Date Change

(b) That the dates of the Leave of Absence granted to Karen Humphreys (Secretary, Clerical & Technical Staff) at a previous meeting, be changed to 1996 11 07 to 1997 10 03.

Leave Extension

(a) That the request of Theresa H. Bernhardt (E) for an extension of her Leave of Absence, effective 1997 01 01 to 1997 08 31, be granted.

Return from Leave of Absence

(a) That Carrie Collins (S) be returned from her Leave of Absence, effective 1997 01 27.

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Anna M. Brohman (Educational Assistant, Educational and Lunchroom Assistant Staff), 1996 12 16

Norma Rookwood (Secretary, Clerical & Technical Staff), 1997 01 06

S. Gay Stanley (Speech/Language Pathologist, Professional Student Services Personnel), 1997 01 01

9. OTHERS

(a) That the following Elementary School Vice-Principals be re-appointed to the position of Elementary School Principal, effective 1997 01 01, with salary according to the salary schedule:

Gail Belisario

David Repchuck

Replacements

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

dk

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1957. The letter is signed by Dwight D. Eisenhower and is addressed to the Senate and House of Representatives. The letter discusses the state of the Union and the progress of the administration during the year 1956.

2. The second part of the document is a report from the President's Commission on the Organization of the Executive Branch, dated February 1, 1957. The report is signed by the members of the commission and is addressed to the President. The report discusses the need for reorganization of the executive branch and proposes several changes to the structure of the government.

3. The third part of the document is a report from the President's Commission on the Organization of the Executive Branch, dated February 1, 1957. The report is signed by the members of the commission and is addressed to the President. The report discusses the need for reorganization of the executive branch and proposes several changes to the structure of the government.

4. The fourth part of the document is a report from the President's Commission on the Organization of the Executive Branch, dated February 1, 1957. The report is signed by the members of the commission and is addressed to the President. The report discusses the need for reorganization of the executive branch and proposes several changes to the structure of the government.

Date: 1996 12 12
To: Chairman and Members
Personnel and Organization Committee
From: Elizabeth Bond, Superintendent of Program
Re: Senior Social Worker
Report: Information/Decision

Background

Included in a report 1984 11 14 by Superintendent Don Rothwell to the Business Management Committee was the following recommendation:

"That two social workers be employed in schools identified to be in need of additional educational support for the 1985-86 school year on a pilot program basis, such appointments to be subject to review, prior to June 1986."

As a result, two social workers were assigned to the following schools: Queen Mary and Robert Land. In subsequent years, additional social workers were added and assigned to those schools designated as compensatory education schools. In addition, to respond to the needs of the SALEP and other system responsibilities, three social workers were assigned. (Appendix I, II)

In June, 1995 the Board approved the policy on the Performance Appraisal System. In order to carry out the expectations contained in the Performance Appraisal System document related to social workers and in order to ensure consistency in performance appraisal, this responsibility must be conducted by a supervisor with the appropriate professional credentials. (Appendix III)

Issue

To determine trustee support for creating the position of Senior Social Worker.

Recommendation

That the position of Senior Social Worker be created from within the existing Social Worker staff complement.

Rationale:

Appendix I	Social Work Assignments 1996-97
Appendix II	Social Work Services Statistical Definitions
Appendix III	Role Description - Senior Social Worker

1985 11 12

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Social Worker Assignments 1996-97

<u>Name</u>	<u>F.T.E.</u>	<u>Assignment</u>
Cunningham Lesley	1.0	System Responsibility
Falletta Josie	1.0	Prince of Wales
Glenny-Burke Gail	1.0	Sanford
Gregersen Heather	1.0	Roxborough Park
Kaye Tim	.5	Lawrence
Kaye Tim	.5	Phoenix
Lane Maxine	1.0	Robert Land
Martorelli Vince	1.0	System Responsibility
Mennaman Anja	1.0	Centennial
Morgan Julie	.5	Bennetto
Morgan Julie	.5	Lloyd George
Muldowney-Brooks Trish	1.0	Queen Mary
Radford Susan	.5	Dr. Davey
Sayers Diane	1.0	Ed. Centre-SALEP
Turnbull Liz	.5	Hillcrest
Turnbull Liz	.5	Hillsdale
Vincencio Monica	.5	ACES
Vincencio Monica	.5	Tweedsmuir
Wynn Jan	.5	King George
Wynne Jan	.5	Gibson

SOCIAL WORK SERVICES

STATISTICAL DEFINITIONS

ADMINISTRATIVE

This includes the following meetings:

- Social Workers
- Committee Meetings
- School Staff Meetings
- Other (checklists)

This also includes the following paperwork:

- case notes
- releases
- preparation time
- correspondence
- school representation
- school visits/liaison work

CONFERENCE

A meeting between adults who are working in support of a student and/or his/her family. Adults can refer to school board personnel, parents and individuals from outside clinics and agencies. Conferences are pre-planned with set objectives (i.e. suspensions, SALEP, ARC's, DART's).

CONSULTATION

This refers to face-to-face or telephone discussions with other professionals - (Principals, Program Leaders, teachers, other school board personnel, outside agency personnel) regarding students.

CORRESPONDENCE

Any written information or verbal exchange based on written information, regarding a student or the student's family.

COUNSELLING

Is a formal, planned meeting with a parent and/or student that is goal oriented and is clinical or therapeutic in nature.

COURT

Any participation in the court process.

GROUP INVOLVEMENT

The formation and/or facilitation of goal directed groups; time spent within the classroom setting; and attendance at or to broader school activities would constitute large group involvement.

This could include parent groups as well. (Note: Group membership should be independently recorded at the bottom of the statistical sheet.)

HOME VISIT

Physical contact with the home.

INSTRUMENTAL TASKS

This includes the direct or indirect provision of service to meet basic needs such as food, transportation or clothing.

INTERVIEWS

Interviews would constitute talking with students, and parents for the purposes of gathering information or intervening on behalf of a student/and/or their family. Interviews can take the form of face-to-face meetings or telephone conversations.

PROFESSIONAL DEVELOPMENT

This constitutes time utilized to read literary materials, conduct research, participate in continuing education courses, programs, seminars and conferences or be a member in a group or committee that enhances the present level of professional knowledge.

REFERRAL

Written or verbal contact with an outside agency on behalf of a student or family. This includes successfully encouraging client self-referral to appropriate agencies.

SERVICE TO OTHERS

Giving workshops, presentations, sitting on boards, agencies, etc.

SUPERVISION

Supervision may be defined as the formal or informal supervision of the following:

- University students on field placement
- Colleagues who wish to qualify for the Ontario College of Certified Social Workers
- Co-Op students
- SALEP students

APPENDIX III

Role Description

Senior Social Worker
Program Department

Date of Appointment: To be determined

Scope: Reporting to the Superintendent of Program, this position will be responsible for the supervision of Social Workers and the administration of Social Work Services in accordance with Ministry, Board and professional requirements.

Qualifications: The successful candidate will be expected to have:

1. Masters Degree in Social Work or equivalent.
2. Supervision and co-ordinator experience.
3. Must possess strong interpersonal, communication and leadership skills relating to problem solving, counselling, conflict resolution as well as excellent organization abilities.
4. Well-developed group presentation skills.
5. Computer skills (an aptitude for working with automated systems and software packages).

Responsible to: The Superintendent of Program.

Responsibilities:

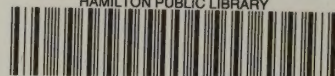
- Responsible for the day-to-day supervision of all social work staff including annual performance evaluations, recommending the hiring of staff, orientation of new staff, and in-service training as required.
- Ensure the appropriateness of assessments, interventions, consultative services and quality of reports.
- Maintain a partial social work case load and consult with staff on individual cases on request.
- Implement a records management system to track students awaiting and receiving social work services and maintain the confidentiality of reports.
- Prepare the annual social work department budget and order all professional materials, supplies and equipment for Social Work Services.
- Provide information to staff on current program developments and support appropriate research related to the education of social work.
- Communicate with schools on students entering our system, attend meetings including Attendance Review Committee, Court Proceedings, DARTS and IPRC's as requested, liaise with outside agencies (track and follow up on request, receive reports and share information as required), and respond to requests for information from parents and the community regarding social work and the services available.
- Hold regular staff meetings.

ACCOPRES

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30074	GREY/GRIS	
30075	GREEN/VERT	
30078	RED/ROUGE	BF3007

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